

# U.S.I. JOURNAL

INDIA'S OLDEST JOURNAL ON DEFENCE AFFAIRS

(Established : 1870)



## PRINCIPAL CONTENTS

- |   |   |
|---|---|
| Unity, Integrity and Harmony                          | —Maj Gen Y A Mande                      |
| Air Force of the People's Republic of China           | —Air Cmde Jasjit Singh<br>AVSM, VrC, VM |
| Terrorism and the Military Response                   | —Brig DPS Raghuvanshi<br>AVSM           |
| Educating the Future Army                             | —Col RB Sharma, VSM                     |
| Selection for Higher Command                          | —Brig Gurdial Singh                     |
| The Social Aspect of Military Leadership The VIP Cult | —Brig NB Grant (Retd)                   |
| QUO Vadis : Staff College Selection?                  | —Lieut Col KV Rajan                     |

OCTOBER—DECEMBER 1985

---

*WITH BEST COMPLIMENTS  
FROM*



**THE ATUL PRODUCTS LIMITED**

*Manufacturers of :*

**DYESTUFFS, DYE INTERMEDIATES, BASIC CHEMICALS,  
PHARMACEUTICAL INTERMEDIATES, AGROCHEMICALS  
AND CARBAMITE UN-DYED (ETHYL CENTRALITE) FOR  
THE DEFENCE INDUSTRY**

**P. O. ATUL (396020)  
DIST VALSAD—GUJARAT**

---

**UNITED  
SERVICE  
INSTITUTION  
OF INDIA**

for

*the furtherance of  
interest and know-  
ledge in the art,  
science and litera-  
ture of the Defence  
Services*

**Patron**

The President of India

**Vice-Patron**

Governor of Andhra Pradesh

Governor of Assam, Meghalaya

Governor of Bihar

Governor of Gujarat

Governor of Haryana

Governor of Himachal Pradesh

Governor of Jammu & Kashmir

Governor of Karnataka

Governor of Kerala

Governor of Madhya Pradesh

Governor of Maharashtra

Governor of Nagaland, Manipur and Tripura

Governor of Orissa

Governor of Punjab

Governor of Rajasthan

Governor of Sikkim

Governor of Tamil Nadu

Governor of Uttar Pradesh

Governor of West Bengal

Lt Governor of Arunachal Pradesh

Lt Governor of Delhi

Lt Governor of Goa, Daman and Diu

Lt Governor of Mizoram

Lt Governor of Pondicherry

**Minister of Defence**

Gen AS Vaidya, PVSM, MVC\*\*, AVSM, ADC, Chief  
of the Army Staff

Admiral RH Tahiliani, PVSM, AVSM, ADC, Chief of the  
Naval Staff

Air Chief Marshal DA La Fontaine PVSM, AVSM, VM, ADC,  
Chief of the Air Staff

**President**

Air Marshal PP Singh, PVSM, MVC, AVSM, Vice Chief of  
the Air Staff

**Vice-Presidents**

Lt Gen K Sundarji, PVSM, AVSM, Vice Chief of the Army Staff

Vice Admiral K K Nayyar, PVSM, AVSM, ADC, Vice Chief of  
the Naval Staff

**Elected Members of the Council**

Brig NB Grant, AVSM (Retd)

Maj Gen MC Gupta, PVSM (Retd)

Lt Gen Harbakhsh Singh, Vrc (Retd)

Air Commodore Jasjit Singh, AVSM, Vrc, VM

Lt Gen K Mahipat Singhji, PVSM

Lt Gen SP Malhotra, PVSM (Retd)

Lt Gen SL Menezes, PVSM, SC (Retd)

Vice Admiral MK Roy, PVSM, AVSM (Retd)

Lt Gen AM Sethna, PVSM, AVSM (Retd)

Maj Gen SC Sinha, PVSM (Retd)

Admiral RH Tahiliani, PVSM, AVSM

Lt Gen AM Vohra, PVSM (Retd)

**Representative Members**

Lt Gen SF Rodrigues, VSM, Director General Military Training

Commodore HL Sachar IN, Director of Naval Training

Air Vice-Marshal DS Jog, AVSM, VM Director of Trng, Air HQ

**Ex-Officio Members**

Shri S K Bhatnagar Secretary, Ministry of Defence

Lt Gen Himmat Singh PVSM, Commandant, National

Defence College

Lt Gen K Mahipat Singhji, PVSM, Commandant, Defence

Services Staff College

Shri CL Chaudhry, Financial Adviser, Ministry of Defence

**Executive Committee**

Lt Gen SF Rodrigues, VSM, Director General Military Training

Vice Admiral MK Roy, PVSM, AVSM (Retd)

Lt Gen AM Vohra, PVSM (Retd)

Lt Gen SL Menezes, PVSM, SC (Retd)

Maj Gen SC Sinha, PVSM (Retd)

Shri SK Misra, JS (G), Ministry of Defence

Air Vice Marshal DS Jog, AVSM, VM Director of Trng, Air HQ

Commodore HL Sachar, IN, Director of Naval Training

Shri CV Avadhani, Fin-Def (AG)

Air Commodore Jasjit Singh, AVSM, Vrc, VM

Secretary and Editor  
Col Pyara Lal, AVSM

# CONTENTS

OCT - DEC 1985

Unity, Integrity and Harmony	— <i>Maj Gen Y A Mande</i>	293
Air Force of the People's Republic of China	— <i>Air Cmde Jasjit Singh</i> <i>AVSM, VrC, VM</i>	308
Terrorism and the Military Response	— <i>Brig DPS Raghuvanshi</i> <i>AVSM</i>	317
Educating the Future Army	— <i>Col RB Sharma, VSM</i>	325
Selection for Higher Command	— <i>Brigadier Gurdial Singh</i>	332
The Social Aspect of Military Leadership The VIP Cult	— <i>Brig NB Grant (Retd)</i>	340
QUO Vadis : Staff College Selection?	— <i>Lieut Colonel KV Rajan</i>	346
The Little Known Story of "The John Bull of India" Alexander Gardner (1785-1877)	— <i>Lieut Gen SL Menezes</i> <i>PVSM</i>	366
Book Reviews		372

## NOTE

The views expressed in this Journal are in no sense official and the opinions of contributors in their published articles are not necessarily those of the Council of Institution



# 

### 

Para Military Forces	
by Lt Gen ML Chibber, PVSM, AVSM	Price : Rs. 10.00
Defence Budgeting in India	
by Shri DS Nakra (Retd)	Price : Rs. 10.00
Possible Counter Measures against Satellite Reconnaissance	
by Air Marshal IW Sabhaney, AVSM	Price : Rs. 10.00
Higher Defence Organisation	
by Lt Gen SK Sinha, PVSM (Retd)	Price : Rs. 10.00
Leadership in the Indian Army During Eighties and Nineties	
Lt Gen ML Chibber, PVSM, AVSM	Price : Rs. 10.00
China's Strategic Posture in the 1980's (Revised)	
by Lt Gen AM Vohra, PVSM	Price : Rs. 15.00

### 

Report on Armoured Personnel Carriers	
Chairman Maj Gen D Som Dutt (Retd)	Price : Rs. 5.00
Report on the Imposition of a Manpower Ceiling on the Army	
Chairman Lt Gen ML Thapan, PVSM (Retd)	Price : Rs. 5.00
Retiring Age in the Armed Forces	
Chairman Brig NB Grant, AVSM (Retd)	Price : Rs. 7.50
Report on Recruitment into the Officer Corps of the Armed Forces	
Chairman Maj Gen D Som Dutt (Retd)	Price : Rs. 5.00
Report on a Seminar on Cooperation in Defence	
Chairman Lt Gen ML Thapan, PVSM (Retd)	Price : Rs. 5.00
Report on a Seminar on Review of the Organisation Pattern of the Indian Army	
Chairman Lt Gen ML Thapan, PVSM (Retd)	Price : Rs. 10.00
Report on the Military Threat in the Nineteen Eighties	
Chairman Lt Gen AM Vohra, PVSM (Retd)	Price : Rs. 15.00
Report on Nuclear Shadow over the Sub-Continent	
Chairman Maj Gen DK Palit, Vrc	Price : Rs. 10.00
Relationship of Military Law and Discipline with the Judicial System of the Country	
Chairman Lt Gen ML Thapan, PVSM (Retd)	Price : Rs. 15.00

### 

India's Problems of National Security in the Seventies	
by Gen JN Chaudhuri	Price : Rs. 10.00
India's Defence Policy and Organisation Since Independence	
by Shri P.V.R. Rao, ICS (Retd)	Price : Rs. 25.00
Some Problems of India's Defence	
by Air Chief Marshal PC Lal, DFC (Retd)	Price : Rs. 25.00
Defence and Development	
by Shri HC Sarin, ICS (Retd)	Price : Rs. 25.00
The Indian Ocean & India's Maritime Security	
by Adm SN Kohli, PVSM (Retd)	Price : Rs. 25.00

### 

Contains informative and authoritative articles	Price : Rs. 15.00
---	-------------------

Ask for your copy from :

**Secretary, United Service Institution of India**  
**Kashmir House, Rajaji Marg, New Delhi-110011**

# Unity, Integrity and Harmony

MAJ GEN Y A MANDE

THE two recent agreements on Punjab and Assam have given a sense of relief to the people all over the country. National integrity has been the major problem facing the minds of the people for the last few years. The political tension in the border states had reached an alarming position and, to say the least, the political unrests apply brakes to the socio-economic development of the region in particular and the country in general. Although peace reappears on the horizon and there is no reason why the normalcy should not prevail, we will do well to have a relook at the problems of unity and integrity for these problems can crop up again. Harmony in any case is an all-time requirement.

Unity has a neutral connotation; if the nationalists can give the call for unity to the people so can the separatists, and therefore it needs discussion and understanding. In a plural society, it is the harmony which is most vital. National integrity is a straight-forward term and we begin our discussion with this problem.

## NATIONAL INTEGRITY

National integrity implies holding together various regions and people into one sovereign state. In the present world, irrespective of form of Government, the countries hold together because of feeling of nationalism. In our country the fissiparous movements have taken place ever since independence and doubts have been expressed on the ability of our country to hold together. The multi-racial, multi-cultural, multi-lingual and multi-religious composition of society, it is alleged, comes in the way of unity. Indian nationalism, under such conditions, appears to be a difficult proposition and integrity is ever at the stake.

Nationalism is of recent origin; it is the follow-up of democratic aspirations of the people and their resolve to seek freedom from the shackles of monarchy and feudalism. If power belongs to people, then the people must have a rallying point and that rallying point is

nationalism. The breaking up of monarchy in the 19th century saw the emergence of numerous nation states all over in the Europe. The nationalistic movement found ready support from intellectuals and philosophers. Hegel advocated philosophy of national idealism and Fichte felt that the nation state expressed the collective will of the people to which all the individual voices must be subservient. The freedom of man somehow remained content within the frontiers of nation state. The movement spread to other parts of the world and based on nationalistic fervour America, Canada, Australia etc sought freedom from their mother countries. The feeling of nationalism had acted as a uniting force giving people a new sense of pride and identity. The nationalism of those days was based on common factors such as language, religion, historical experience of the people etc.

Looked from this angle, India once again does not present a very encouraging picture because of her diversities. Luckily, the situation has changed and so has changed the people's concept of nationalism. Modern nationalism need not be based on any common factor. Religions have not united nations, nor a common language like English and fundamentalism leads to schism. Big countries like USA, USSR and Canada have multiple composition. What then is nationalism in the modern context?

Nationalism is only a feeling. It is a consciousness of the kind which gives a feeling of identity and distinction from others. This feeling is yet another example of formation of a very complex 'we feeling' in the society. 'We feeling' is flexible, occurring in various manners such as 'we feeling' of family, clan, tribe, village, city, state etc. Similarly, the complex 'we feeling' is also found in respect of religions including its sub-sects, languages, regional cultures, professions, sports, hobbies and so on. 'We feeling' develops identity amongst the members and disapproval, contempt and even hostility against 'they'. As far as political phenomenon is concerned the 'we feeling' is very stable and ends at the nation state.

Nationalism today is not a very likeable word in intellectual circles. Whereas in the social and economic spheres we have been able to cut across the frontiers of the countries, it is nationalism which prevents people and the countries to come closer. It prevents intimate co-operation amongst the countries; Western Europe can well be a formidable power but for the nationalism of the states (some of them are absurdly small) which comes in the way of unity. ASEAN and African regionalism is an expression of emotion while SARC has yet

to make any meaningful contribution. Again, it is because of nationalism that neither democratic nor communist countries can unite. When we look at the future in terms of internationalism and one world, nationalism strikes as a menace.

Radhakrishnan admits that nationalism is bad but its relevance lies in the respect that the people should be free to develop, based on their own ethos and culture. For the developing countries nationalism is important as it is a step forward from the tribal and feudal systems. Its importance also lies in achieving political stability.

Indian nationalism, despite its diversities, is something unique and without parallel. It merits detailed examination as a feeling of oneness had always existed in our country from the very ancient times though nationalism as a concept was not known in those days. Historically the roots of Indian nationalism date back to a few centuries after the arrival of Aryans. The intruding Aryans and the local Dravids had thoroughly inter-mingled forgetting their racial differences. This feat, according to K M Panicker, is remarkable when we consider black and white differences in the United States. The sub-continent with original population of less than 10 millions, with inhabited areas widely separated by rivers, dense forests and mountain ranges did perforce develop regional and linguistic differences and yet a feeling of oneness has continued to survive following the principle of unity in diversity.

In the ancient period and right up to the establishment of Moghul rule, the country had various powerful kingdoms such as Kandhara, Magadha, Vaishali, Cholas, Chalukyas, Vijaya Nagara and so on, often in conflict with each other, but the culture was never in dispute. As already stated, nationalism did not exist those days, it is of recent origin linked with democratic aspirations of the people and incidentally the monarchical and feudal system of the old days had no place for nationalism. It is also true that India as we know it today had never existed, but nonetheless a feeling of oneness had existed based on distinct culture and religion. Sanskrit was the ritual uniting force, Ramayana and Mahabharata had spread to every part of the country and pilgrimage to holy places had become life's most coveted goal.

A new dimension was added with the establishment of Moghul empire. The Moghuls had come to stay and this implied that they search new indigenous identity forgetting their past connections just as Aryans had done centuries before. Also, a very large number of natives had converted to Islam whose culture could not be changed by mere proselytisation. As the Moghul empire settled down, a process of adaptation was taking

place where people followed the tenets of Islam in the Indian setting. No wonder Indian Muslims are very different from the Arabs.

The British consolidation of India provides the most glaring example of Indian unity and the feeling of oneness. The British united India for the ease of administration, but it was possible because the people were amenable to unity, otherwise there should have been a number of colonies in the sub-continent. It is also stressed that if feeling of oneness had not existed, it would have been a very difficult task to merge the princely states. It is during the British period that India for the first time developed the modern concept of nationalism. The struggle for independence attained the form of a mass movement which included people from all parts of the country covering all religions.

The movement for creation of Pakistan was a first setback. A section of Indian Muslims felt that they are Muslims first and Indians next. The formation of Pakistan exposes the weakness of Indian nationalism and underlines its weak foundation. Incidentally, religion is not the only diversity in the composition of our country. Since independence we have faced many challenges to national integrity. Will India hold together?

Now, this is an old question. We had a bitter experience in the creation of Pakistan. Even at the time of constitution framing, this question was uppermost in the minds of our constitution makers. K M Panicker had advocated a unitary form of Government; it was turned down by Pandit Jawaharlal Nehru and the majority of the leaders. Nonetheless, the proneness to fissiparous movements was visualised. It is for this reason that India became a Union of States with a strong centre. Our constitution has been carefully framed taking into account diversities of the people. The policies followed by the Central Government have been very consistent to prevent fissiparous movements. Growth of regional cultures and languages is assured, secularism permits propagation of every religious faith and looks on all religions alike, inner line and special status ensure that there is no exploitation of people by outsiders, reservation provides opportunities to the downtrodden to come up, the country is committed to the removal of regional imbalances, minorities commission exists independent of the ruling party to protect the interests of the minorities and yet it is a lamentable fact that fissiparous movements have taken place. Why?

The fissiparous movements in our country are the unfortunate part of the process of development and they will continue to haunt

till the country settles down. Now, the developed countries also face the problems of strikes, agitations, violence etc in the same manner as it happens in our country, but in their case national integrity is never challenged. It is peculiar to our country that the threats of secession are given if regional demands are not met.

Introduction of democracy in our country was a bold step. It was introduced without any established tradition. In the nascent years, the democracy survived largely because of charismatic and dedicated leadership of pre-independence days. That kind of dedicated leadership had to disappear one day. Now, in a democracy, the competition for power is open. Party policies are based on vote catching and not necessarily on principles. After the departure of the British, the power vacuum had led to unhealthy practices to gain political power at any cost and more so because the cause for dedication and sacrifice which was so manifest in the colonial days, was no more. The political vacuum had led to the rise of leadership which exploited regional, linguistic and communal differences. It may well be that public dissatisfaction of established party in power, steeped in complacency, has looked to an alternative. But, how do we account for the fact that till to this date the regional opposition has not been able to present a united front and the country has no effective national opposition!

Regionalism in our country is strong. It has to because of wide variations in languages, religions, customs and the way of life. The regions in our country are big enough to form a very formidable 'we' group. Now, regionalism is not necessarily anti-national but 'we' feelings are generally exploited at the cost of 'they', leading to fissiparous movements. Such are the problems inherent in the process of development.

Let us recapitulate some of the problems that we have faced. In Nagaland, Mizoram and other Eastern States, ethnic differences were exploited. But, India has never claimed ethnic purity like Germany or Iran. Ours is a multi-racial country and what more protection can a Central Government offer than the sanctity of inner line! In Tamil Nadu linguistic differences were exploited but when has Central leadership ever insisted on imposition of Hindi despite the constitutional provision! The Assam agitation was based on foreigners' issue, but such a problem is surely national and not regional. In J & K, communal voices are raised off and on with a tilt towards Pakistan, though the people are well aware of curbs on freedom in Pakistan and the maximum benefits that they have derived

because of merger with India. In Punjab, prolonged political stalemate was exploited to create Hindu-Sikh differences which has no cultural foundation. The most unfortunate part of such agitations is that they either acquire or tend to acquire secessionist tone. Why?

The most important reason for such agitations and fissiparous movements is democracy itself. The Indian democracy permits freedom and right to expression. Now, the democracy is an amazing political institution; it condemns itself most only to conclude that it is about the best form of government known to the civilisation. In other forms of government the agitations are curbed but in democracy they are given free hand because of its faith on people. Let me reproduce what Aristotle wrote:

"The people, though individually they may be worse judges than those who have special knowledge are collectively as good. The many are more incorruptible than the few; they are like great quantity of water which is less easily spoilt than a little. The individual is liable to be overcome by anger or some other passion and then his judgement is necessarily perverted, but it is hardly to be supposed that a great number of persons would all get into passion and go wrong at the same moment."

There is no doubt that people of India have repeatedly corrected themselves, but only after the damage has been done.

Agitations are understandable but why do they gravitate towards fissiparous movements affecting national integrity? For reason, we go back; it is the unfortunate part of the process of development in the developing countries. But, how will development help?

By development, we mean total process, which is utilised to bring about change in the developing societies; it includes education, social, economic and political policies which a country pursues. Since independence our country has made tremendous progress. The level of education is going higher everyday, interaction and inter-relation between the people of various regions is increasing and there is a perceptible change in the value, belief and attitude system of the society. Development will expose and exterminate the following inherited weaknesses of a backward society:—

(a) There is no such thing as a pure race except for few tribal societies. Pedigree is indeed very important for animals, particularly the dogs, but its importance when applied to human beings

is most doubtful. Human beings have gained by social intermixture.

(b) Dogmatism has no place in religion. In the West, the invention of press opened the eyes of the people and the Church-fathers had to pay the price for their rigidity and presumption; the orient is catching up. No religion can claim direct descendance from God, for if God is Almighty and One, how can there be so many religions? All religions must change with time. Religions fulfil only one need of man *i.e.* spiritual, whereas the man has many needs, as important. Religions are the personal matters of people, very desirable in modern societies but they cannot encompass or dictate the whole gamut of human activities.

(c) Cultures and languages change from place to place. They are a continuity of the past, passed from one generation to the next. As a rule, people like their own culture and language. Even the first historian, Herodotus had observed that if you ask people which code and custom they like best, they will invariably say their own. Common culture and language in the old days were pillars of social solidarity because of isolation. But, in the modern days of increasing inter-relation and interaction, culture and language must acquire different meaning. Cultures are only a way of life, conspicuous because differences and languages are only a vehicle for thought, a means for communication. Both culture and language have a high emotional content, whose rigidity is being eroded by sciences and interaction amongst the people. The modern life is so complex that it cannot possibly restrict itself within the bounds of common culture and language.

Development will not only exterminate inherited values but also usher in new values in keeping with the demands of time. Some of these are:—

(a) The most important interest of man today is economic. I am with those who feel that quality of life is not necessarily material but the fact remains that money is important to the most. No mental illumination is possible for the starving mankind. Vivekananda was right: India does not need spiritualism, it has enough of it and what we need is materialism. Now, the economic interests will cut across all the traditional bonds of



religion, language and culture. This is precisely what is happening in the world.

(b) People want self-respect and a say in the international community. But such a facility is not possible for small countries. The days of city-states are over with the Greeks, and today the small countries can maintain their identity only so long as they are not drawn in the clash of major powers.

(c) People want to maintain their identity. They want to live according to their faith and culture. But this requirement is in contradiction with the above two requirements *i.e.* economic prosperity and national power and herein lies the paradox—people want to retain their identity but how are they to get economic freedom and national power? Nationalism is too strong a feeling to be reconciled. Under such circumstances some sort of adjustment is taking place in nation-states towards wider regionalism. Examples of such attempts are EEC, ASEAN and the African regionalism.

It is in this respect that India is on a sound footing; the country is large enough to acquire economic independence and national power for say in the international community. It has a culture of its own and a sound social philosophy. One looks forward to development which will eliminate the fissiparous movements.

So far we have been discussing internal threats to national integrity but there is other type of threat *ie* external aggression which can destroy national integrity. We do not intend to discuss, in the article, external threats and acts of war. But, a mention must be made of peace time role of other countries to create destabilisation. In attaining national power, all kinds of games are played and destabilisation is a low-cost game. A country can come up by hard work but there is also another way of doing it *i.e.* keeping the other's head down. This is where destabilisation assumes importance. In every fissiparous movement, be it in the Eastern States, J & K or Punjab, there has been an active role of foreign powers and understandably so. The insurgents and terrorists are actively helped by the foreign countries with supply of arms, training, money and indoctrination. A weak neighbour is always a heaven, a strong neighbour, a cause of anxiety, and the opportunity to exploit political tensions in the neighbouring country is not the one to be missed. Such pinpricks by the neighbours cannot be avoided and all that one can say is that the people have to be careful. A developing country has to contend with all kinds of

problems. Development is indeed a challenge and a struggle. Attainment of national power in the international world is an uphill task. Here no morality is involved. Such are the harsh realities.

## UNITY

The calls for unity can be confusing; if the nationalists can give a call for unity so can the separatists. Whom do we follow?

Here as in many other matters, Francis Bacon offered the clue—"All things are endowed with an appetite for two kinds of good, the one as this thing is a whole in itself, the other as it is a part of some greater whole and the latter is more worthy and powerful as it tends to the conservation of a more complex form." The implications are clear; individuals must sacrifice their interest in the interest of their families; the families as units must sacrifice their interest in the interest of their locality, associations, community etc; the communities must sacrifice their interest in the interest of states and states must sacrifice their interest in the interest of the country. 'I' is the part of 'we' group, and the smaller 'we' groups are the part of larger 'we' groups. There is no reason why the countries should not sacrifice their interest in the larger interests of the world community. One may call it idealism, because what does happen is that 'I' takes precedence over 'we' and many times smaller 'we' groups ignore the interest of humanity. But let us be assured that it is not mere idealism; if all individuals decide to live their way and small 'we' groups ignore the interest of society, the societal life will be impossible.

Is there anything called unity? Perhaps not. Physiologically each one of us is different from the other; the size of liver, heart, the length of intestines etc. varies in every individual case. Psychologists tell us that the behaviour of no two men is the same. The spiritualists insist that the soul (Atma) of everyone is different and the philosopher FH Bradley gives a very convincing argument: "My external sensations are no less private to myself than are my thoughts or my feelings. In either case my experience falls within my own circle, a circle closed on the outside; and, with all its elements alike, every sphere is opaque to the others which surround it..... In brief, regarded as an existence which appears in a soul, the whole world for each is peculiar and private to that soul." "The universe is all spots and jumps without coherence, without unity" is a philosophic observation of Bertrand Russell. Dewey was convinced that ours is a multiverse and not universe. Pluralism is a fact; don't we see that

our planet has different kinds of people, different languages, different colours, customs, religions and so on? Where then is unity? Pluralists say that monism is only an attempt and an extension of thought to seek unity. But nonetheless unity has a meaning; there must be some similarity in thought, values and behaviour otherwise social life, once again would be impossible, Unity in diversity is not meaningless.

A Muslim shopkeeper in Srinagar complained that there is no unity amongst the Muslims. Now, how does one explain to this shopkeeper that there can be no unity amongst the Muslims. The stakes are too high, individuals want power in the name of religion and even Machiavelli knew that Prince should exploit religion to remain in power. Unflinching loyalty and absolute obedience is a dream of every boss and leader; but unfortunately it can never happen in any society. Recourse to fundamentalism will lead to schism; we must remember that gods are invisible and the prophets no more, what we have to deal with are people and their ambitions. Declaration of certain people from certain class as "Tankhaya" by Head Priests can lead to schism amongst the Sikhs. Jagjit Singh Chauhan declares that a Sikh cannot kill another Sikh. Really! Any one who has knowledge of Punjab, knows that Sikhs have killed Sikhs even on issues such as land dispute, marriages, family feuds and so on. For sure, there is a fight in every family, locality and community. A Muslim engineer serving in Saudi Arabia admits that there is no concession in that country for outside Muslims except for Haj. The supporters of Pakistan from India find themselves alien in that country. The author is of the view that an exposure to the outside world is a must for agitating Indians; then only will they realise the strong points of our social philosophy, freedom, secularism and unity in diversity.

Is unity desirable in the normal course of social life? Obviously no. People should be free to live according to their wishes, without interference from others and not interfering with others. Unity is required only when people face common threats. Now, the perception of threat is important. In our country no religion is in danger and of all the religions, the call for Panthik unity by certain Sikh leaders staggers the imagination. Who has interfered with their religion in Punjab, India or abroad? One has to be very careful about unity calls of religious fanatics, because should fanatics succeed that would be the end of freedom. In a democracy the competition for political power is open and there is no reason why the people of the same community should not differ from those of their own community.

A similar argument goes against the communists; one does not know when the State will wither away, but, under the interim arrangements why should people vote only for those candidates who are sponsored by the communist party alone? One is not even certain if there will be any free elections if communists come to power.

The concept of unity changes with time. There was a time when people united for survival. The tiny man with soft skin, no claws and lacking speed had to unite to survive against the vagaries of nature and wild beasts. Kant puts forward an interesting argument: unlike any other species, the way our new-born cry immediately after the birth, they possibly could not have survived in the wilderness amongst the preying beasts. Under such circumstances, people had accepted the leadership of brute force and that was the beginning of monarchy and feudalism. Once survival was assured, the other values of life assumed importance. This is where the religions came in, much later in the history of civilization. However, unity is still required and for the developing countries, it ought to be for the economic development and national integrity. But, this is not all, the elite of the world must unite to fight against graver threats, not appreciated by the masses, such as nuclear holocaust, pollution of environment, ecological imbalance, extinction of certain species and so on.

We must say a few words about diversity in India. Diversity is our heritage from the earliest days. We do not know much about the pre-historic days; but what we can gather from extant records and even 'Shruti' is that our country always had different religions, languages, customs and regional cultures. Pluralism is a heritage of our culture and philosophy. Hindu religion is a misnomer; it is a word given by foreigners who could not pronounce 'S' and all that it means is, native religion evolved in the country. There has never been any dogmatism and no single or prescribed scripture. It is a birth-place of several important religions alive to this day. As far as spiritualism is concerned, no where in the world was free enquiry carried out, the Upnishads being the final document containing seeds of all religions. The Sutras freely criticise the viewpoint of other sects and defend their own. Such then has been the freedom in our country. The alien religions like Christianity, Islam and Zoroastrianism have little to offer from philosophic point of view because the seeds are already there, and perhaps this is the reason why they are accepted by the people. Diversity is indeed our strength and if India can live in harmony with its diversity, it is a pointer to the rest of the world, for in the international community pluralism has to be accepted.

Those who are carried away by present ugly incidents will do well to understand how the progress takes place. The path of progress has never been smooth and every renaissance is followed by attempts for restoration. However, the movement is directional and the trend cannot be reversed. There are always those who want to wind the clock backwards and the religious leaders find ready sympathy from the masses. Suppose someone in a market place raises slogans such as 'Chatrapati Shivaji ki jai' or 'Bole so Nihal' or 'Jai Durge Har Har Mahadev' etc, he will find a ready and spontaneous response. But, if he asks people to invest Rs. 10/- which the man is going to spend on country liquor, one wonders if his advice will be heeded. Despite the restorationary attempts, let us be assured that civilization has to move forward.

### HARMONY

If the requirement of unity is specific to meet the threats, harmony is an all-time necessity. Harmony implies that individuals and groups work in freedom to promote the greater whole. The best example of harmony is musical orchestra, where each instrument plays its part; sometimes by itself, sometimes in accompaniment with others to produce music which is so pleasing to the ears.

Now, the requirement of harmony is obvious. Each one of us is dependent on the other and it is not only individuals but social and vocational groups are also inter-dependent. The modern life has become so complex that even the states and sovereign countries are interdependent for something or the other. Plato was a great advocate of harmony; for him even justice was harmony. Plato refuses all arguments about 'Right' and concludes that justice is no good if it does not promote harmony in the society. Hegel spoke of spheres within the higher spheres leading to the Absolute. Without harmony, the solar system and even the universe will collapse. Implicit in Francis Bacon's observation, "everything is a part of greater whole and the latter is more worthy and powerful as it tends to the conservation of a more complex form", is harmony. 'Swadharma', so well known in our country is most conducive for the maintenance of harmony.

Does harmony imply no agitations, strikes and disobedience? The answer is both yes and no. Without agitation, no progress is possible and the life would be static. Communists believe in ceaseless struggle till the state withers away. The views of Robert G. Ingersol is often quoted: "I tell you there is something splendid in a man who

will not always obey. Why, if we had done as the kings had told us 500 years ago we should have all been idiots. If we had done as the priests had told us we should have all been idiots. If we had done as the doctors had told us we should have all been dead. We have been saved by disobedience". Having examined all aspects for progress, Bertrand Russell believed in revolution. Democracy accepts strikes, agitations, bandhs etc as norm. But, surely agitations must stop somewhere. Aristotle told us that wisdom lies in knowing where to stop. It is in this respect that Sant Longowal has done the greatest good to Punjab and our country.

A spirit of give and take is essential for the maintenance of harmony; without it we cannot live peacefully even in our families. Those who consider that they are right must give similar conviction to others, and if everyone is right then all are wrong. Tolerance, patience, contentment, appreciation of other's viewpoints etc are essential for harmony. However, such virtues are not required to be taught in India because they already exist; they are our heritage. Where have we gone wrong?

As observed earlier, political tensions in India are a part of the process of change and development. Social harmony based on old values is no longer possible. Those days are over in which the poor were used to poverty; educated people were engrossed in 'Moksha', suffering the present for better prospects in future births; social stability was ensured by rigid adherence to caste system and people relied on God for almost everything. The stir for social justice and money economy is shaking our society from the deep slumber; we have to face the situation squarely and adjust to the new changes. However, the biggest disrupter of harmony is political immaturity.

We condemn the West; they have developed at the cost of social harmony. Their individualism, mechanism, militarism and competition are good for material progress, but human aspirations cannot be satisfied by material comforts alone. Their values and social philosophy has a direct bearing on international relations. In the international scene, there is little place for human interest, the relations being governed by national interest and power. These are not the virtues which can create international harmony. Peace somehow prevails because of fear of retribution from the nuclear God. When we compare our society with the West, we have lagged behind because we lack precisely those qualities which the West has. From them, we have to learn management of social organisations, hygiene and

sanitation, science and technology, management of money economy, population control and above all confidence to manage human affairs. "God, even if He is there", observes Einstein, "cannot possibly help us". Evidently, there is a need for balance; the West has gone too far and we are lagging behind. The answer lies in between as knowledge is not a substitute for wisdom. Harmony is a function of wisdom and luckily the philosophy is not dead. India with its multi-cultural composition has ability to show the path of harmony to the rest of the world.

Meanwhile the situation is changing fast. Man is no longer the measure of things. He is definitely superior compared to animal and vegetable kingdom. However, if he is not careful and alive, he is asking for destruction. The way we are interfering with ecology and environment, we are, to be sure, heading towards doom and disaster. We have yet to realise that human beings are important only in relation to other ingredients of nature and not outside it. Here is a requirement of harmony before which communal, caste, colour and sex differences fade into insignificance. These are the problems of harmony which should engage our attention.

### CONCLUSION

Ours is a difficult country to comprehend and manage; the difficulties arising due to diversities and size. It is generally agreed that there is a strain which unites the people together, but one must also admit that the strain is weak, susceptible to disruption. We need not pay heed to those who quote the past, for history can never repeat itself. Nonetheless, we have to be careful during the development stage. Development will, no doubt, resolve the problem of unity and integrity, but development is not a smooth, forward movement. The developing countries, perforce, have to pass through difficult period; they have to contend against both the internal and external pressures. Amongst the developing countries we are lucky due to our ancient heritage.

Harmony is a graver problem, more important than unity and integrity. Lack of harmony is fouling the life and here we must note that our planet has shrunk; we have become more interdependent than ever before. The problem simply stated is: how are different people going to live together maintaining their identity and yet promoting the greater whole and the superior qualities of life. Pluralism is a fact of

life and we have to learn to live with diversities. India and its culture can show the way to the world.

Our hope lies in the march of civilisation. Racialism, religious bigotry, caste, and colour differences must disappear being out of tune with time. New forces are at work and we cannot ignore them. Much depends on people; they have acquired power which they could not even dream in the earlier days. But the people are aggregates, never united, some forward looking and others content with their lot. In the exercise of the power of the people, there exists the complex leader-led relationship. In the next article, we will examine the power of the people and leader-led relationship as it affects unity, integrity and harmony.



# Air Force of the People's Republic of China

AIR CMDE JASJIT SINGH, AVSM, VFC, VM

THE Air Force of the People's Liberation Army (AFPLA) of the People's Republic of China (PRC) is unique in more ways than one. It is the world's third largest air force: but it has serious qualitative deficiencies. It is reported to possess nearly 5,500 combat aircraft: but it flew a mere 500 odd sorties, that too on short range battlefield reconnaissance during the Sino-Vietnam war in 1979 although nearly 1,000 combat aircraft were deployed for that war. It is the only independent air force in the world which has a virtual army under its command in the shape of 4 airborne divisions and over 24 anti-aircraft artillery divisions: but it does not have adequate transport aircraft to employ this force. PRC has employed its military forces on eleven occasions (in every case outside its territories) between 1949 and 1979: and except in Korea, it has either not employed its air force or hesitated to commit it making it non-effective. It has been in the forefront of demands and pressures for modernisation: and has faced the greatest reprisals as a result at the hands of the national leadership—five purges affecting the top leadership in the nine years ending 1976. From then onwards, AFPLA command leadership vested primarily in the hands of non-aviator army officers and political commissars. By 1977 only three of its ten Deputy Commanders were pilots.

The present drive towards defence modernisation, dating to 1977, therefore, is of great interest and significance; on one side to those within and outside PRC concerned with the effectiveness of its military capability, and to the industrialised developed countries for the prospects of the aviation market potential of modernisation in such a large air force. Events of the recent past confirm that AFPLA is now in a state of transition. In fact it is leading the other services in the modernisation process. It is difficult to say with any great degree of certainty as to what the final outcome of this process would be in terms of capability. But that makes it all the more necessary to monitor the changes taking place.

## PRESENT ORGANISATION

AFPLA organisation is based on the air district/region system with air districts being generally analogous to the military regions. AFPLA Headquarters exercise command responsibility directly over each air district without any intervening level of command. The military region HQ probably exerts some degree of control over regional air forces for overall co-ordination of the military effort. As observed in Sino-Vietnam border war of 1979, a theatre HQ may also be formed to conduct specific operations; in which case air force formations are likely to be assigned to the theatre (or front) as required. Broad organisation of AFPLA is outlined in Fig 1 on page 316.

Strength of individual air region is determined by their proximity to potential threats. There are eight main and three minor air districts. The largest operational formation in the air force is an air division; with the division allotted a specific role. Each air division is generally composed of three regiments, each regiment consisting of four squadrons (or brigades). One out of the four squadrons is responsible for maintenance and servicing of the regiment. In case of T-6 equipped formations, each squadron is composed of four flights (or sections) with three flights designated for the primary role and the fourth assigned the role of reconnaissance in addition to the strike role. A division normally has 120 aircraft assigned to it: thus leading to 14-16 aircraft per squadron.

Southern Air Region controls AFPLA units along Vietnam and Laotian borders, and Western Air Region (centred on Nagchuka, Tibet) flanks India. NW Region includes nuclear test base at Lop Nor and strategic bomber elements. Northern Air Region controls units along Soviet and Mangolian borders. The North-East Air Region in Manchuria incorporates large training bases. Wuhan Military Region has traditionally provided the forces/re-inforcements to border regions for conduct of wars.

The primary mission of AFPLA is the defence of mainland China with the preponderance of the force being air-superiority aircraft (though equipped with the technology of 1950s vintage). Tactical missions include close support and interdiction of enemy targets, reconnaissance and military airlift. The intermediate range and a small number of bomber forces have a limited nuclear strike capability but their vulnerability against a modern air force will relegate them to limited regional operations. Essentially the role of AFPLA is mainly to support the army in the conduct of its war. Past wars indicate

that even this has been attempted at a very limited scale. AFPLA appeared to possess a very limited and rudimentary night/all weather capability with its fighter forces.

Recently, some far reaching changes in the command structure of the armed forces have been introduced; and their specific impact on the air force will need to be monitored. At the top the most important institutional change and perhaps, one with far reaching effects on Chinese military capability is that brought about by the 1982 Constitution creating a *state* Central Military Commission (CMC). Till then the armed forces had functioned as the armed branch of the Party: and the highest military decision-making body was the Party CMC—an organ of the Chinese Communist Party Central Committee. However, there is no indication that the party CMC has been abolished; and it would appear that membership of the two CMCs is common so far. One indication, however, of the trend comes from the statement of Chen Yisong, member of NPC Standing Committee on Legislative Affairs who said in 1982 that

“With the armed forces increasingly changing its characteristics from a party’s armed forces to a state’s armed forces or national defence force, I think that the state Central Military Commission provided for under the (proposed) Constitution will take over the Military Commission of the Party Central Committee. If the Party Central Committee should stay, it would probably retain only the function of giving spiritual guidance.”

As a state institution, the armed forces may be expected to progressively transform into a military professionalised institution with reduced role for domestic tasks.

Very recently, a major re-organisation of China’s Military Regions (which function as geographical commands) was carried out following a meeting of the CMC between May 23 and June 6, 1985. This re-organisation has resulted in reduction in the earlier 11 commands to seven, by absorbing Wuhan, Urumqi, Kunming and Fuzhou Military Regions. The re-organisation would appear to place a reduced priority on Sino-Soviet border in Sinkiang region, and an increased emphasis on the area across India’s north-eastern borders. The impact of this re-organisation on the Air Force is not very clear. But if the present Air District type organisation continues, the Air Force may be expected to move towards greater autonomy at the Military Region level. At the same time, four out of the seven Commanders and all the Political Commissars of the re-organised Military Regions are new appointees: and all Political Commissars are new to their appointment. Most of the new military leadership new in command are in their forties and

early-fifties replacing leaders in their seventies and even eighties. The Permanent Deputy Directors of the General Staff, General Political and Logistics Departments are all below 50 years of age. The appointment of younger and better educated commanders and Political Commissars may be expected to produce a more professional military machine based on offensive strategies and bold employment of force like that in Israel. In order to increase personnel mobility, a retirement system based on the 1955 Military Service Law was re-instituted in 1978: and a new Law promulgated in May 1984, when a proper Reserve system was also approved. Promotion system is also believed to have been extensively revised, as the appointment of the new Commanders of the Military Regions leap-frogging those promoted during the Cultural Revolution indicates. In the new promotion policies, stress appears to be on merit (as seen in terms of professional competence and result orientation), educational qualifications, and professional experience (indicating a greater emphasis on specialisation). Thus educational reforms constitute an important ingredient of the modernisation process: and a greater role of performance at the military training institution in assessment for promotion is seen. Some analysts, in fact, see a greater role for military academies as compared to Party committees in the process of selection for promotions. Even Party membership in the armed forces has been restricted since 1980 to graduates of military academies. At the same time, Party Commissars at all levels are expected to acquire greater military expertise and knowledge. It is, therefore, almost certain that the Party's direct role in the armed forces is reducing, leaving the latter more institutionalised professional armed forces of the state. In all these moves, PRC official spokesmen are at pains to point out that the Air Force is leading the way to modernisation.

The latest change concerning the Air Force comes with the announcement of the replacement of Zhang Tingfa, Commander of the Air Force for the past eight years, and Chief of Staff of the Southern Front conducting the Chinese offensive against Vietnam in 1979. Zhang has been replaced as the C-in-C by former Deputy Commander Wang Hai, an Air Force Wing Leader of the Chinese "People's Volunteers" who won acclaim during the Korean war. The change, like most of those affecting leadership of Military Regions, is accompanied by the replacement of the Political Commissar of the Air Force by the appointment of Zhu Guang. The new Deputy Commanders are Yu Zhenwu (former Guangzhou region Air Force Commander) and Li Yongtai (former Wuhan region Air Force Commander).

## DOCTRINE

China's military and strategic doctrine is based on the concept of "people's war". This has been modified to "people's war under modern conditions" since 1977, signifying the impact of defence modernisation thrust on a doctrine otherwise unaltered for four decades. The problem with the "people's war" doctrine is that it cannot be applied in the case of employment of air power. As it is, China has never actually employed the doctrine of "people's war" since its establishment as PRC in 1949.

AFPLA's role encompasses air operations and protection of airspace and territory. This must be qualified by the fact that Chinese controlled territory has not been threatened although China has fought wars in and for territories under dispute on its borders. Air defence operations, by their very nature constitute a contradiction of people's war doctrine of "luring the enemy in deep", which would defeat the very objectives of air defence. China's record of performance in air operations has not been impressive in any of the wars; and its Air Force has displayed a singular inability to grasp the essentials of employment of air power. In the Sino-Vietnam war of 1979 particularly, its armada of 700-1000 combat aircraft contributed little to the war on the ground beyond a very limited amount of aerial reconnaissance. However, PRC's people's war doctrine is operative in the employment of air power to the extent of overwhelming superiority of its air strategy where it has been applied. Otherwise, it has performed the functions of deterrence, both at conventional levels as well as nuclear deterrence, albeit with obsolescent bombers as delivery systems.

It is in the area of joint-force operations where PRC's military doctrine may be seen to be really modernising and improving. In the past China has displayed considerable skill in conducting co-ordinated air and naval operations, including amphibious assaults. Major operations conducted include those in Hainan and Quemoy (1949 and 1950), Yikiangshan and the Tachens (1954 and 1955), Quemoy in 1958, and more recently the occupation of Paracel Islands in January 1974. Once again, the basic characteristics of Chinese military strategy are in evidence: overwhelming concentration of force with superior numbers, surprise in timing and execution, and quick, decisive near-surgical action. Subsequent to these operations, the military has been conducting regular joint air-sea-amphibious exercises, especially near its south-eastern coastal regions (in July 1976 and August 1977). In the past few years joint-force and combined-arms

exercises have been conducted over land also, some of them involving large bodies of troops, as in case of September 1981 combined-arms exercise north-west of Beijing where 200,000 men constituting 6-7 armies were involved. There has also been speculations that the combined-arms exercise in the summer of 1982 held in Ningxia Hui Autonomous Region may have been undertaken to evaluate and practice employment of tactical nuclear weapons.

But some consistent characteristics in the employment of military force are discernible. It has displayed consistently poor capability in effective employment of air power, partly because senior commanders in the Air Force have been mostly soldiers and political commissars, and in part by the frequent purges in the Air Force leadership especially those advocating a more professional approach. Seen in this light, the Air Force may be seen to move towards increasingly professionalised combat capabilities. However, the major constraints which may continue to plague the Air Force would be its technological obsolescence and quality of training.

Current estimates of manning in AFPLA place the number of pilots at around a figure of 10,000. On an average 200 pilots are assigned to each air division (holding 120 aircraft). Major Lennart Berns of the Swedish Air Force was told during his visit to AFPLA's No 38 Air Division near Beijing in 1982 that the average utilisation of J-6 aircraft was in the order of 70-80 hrs per aircraft per year. If this is indeed so, the fighter pilots would get flying practice of barely 50 hrs/pilot/year against the officially claimed figure of 120 hrs. The actual figures may lie somewhere in between; and regional disparities are to be expected. Even then, significant upgrade in flying training will be necessary to maintain a really professional combat capability especially as the Air Force moves from a day fair-weather air defence status to all-weather multi-role capability.

#### UPDATING TECHNOLOGY

There is universal agreement that Chinese military equipment technologically belongs to the 1940s and 1950s. Its equipment remains one of "line-of-sight" capability whereas modern war requires "beyond the horizon" capabilities. It is, therefore, this area which is receiving the greatest attention: within China to overcome the weaknesses and modernise sufficiently to take the country amongst the front-ranking world powers; and outside China because of the potential market for military technology and hardware from the developed countries. However, one thing seems certain: that China will proceed

with technological changes in the military within the constraints of its economic capabilities and seek to achieve technological autonomy if not self-sufficiency. This can be seen in the shift in the priorities of the "Four Modernisation", the caution and discrimination with which it is approaching the subject of technology acquisition and the economy measures to generate funds for the modernisation process.

The Air Force continues to employ equipment and technology mostly based on Soviet designs of the 1950s and before; and its quality is generally considered poor. But two aspects need to be borne in mind here: firstly, China has made some significant progress in development of weapons and indigenous design to upgrade their quality making them even an attractive option for arms imports by a large number of countries; and secondly, the hardware really needs to be seen in relation to the doctrines and strategies for the employment of military force in the given environment, rather than mere quality of technology in abstract terms. The increasing level of Chinese arms export in itself is sufficient testimony of the cost-effectiveness and quality of such weapons, especially for developing countries: during 1984 alone, China exported arms worth US \$ 1.66 billion as against a total of US \$ 2.6 billion worth of arms during the ten-year period ending 1976. The fact that three-quarters of combat aircraft of a modern, highly professional Air Force like that of Pakistan came from PRC is sufficient testimony of the cost-effectiveness of Chinese military equipment. China now ranks fifth as world military supplier, after the USA, USSR, France and Britain, and it is exporting a wide variety of weapons systems ranging from combat aircraft like J-6 (MiG 19 class) and J-7 (MiG-21 class) to tanks, APCs, artillery, rocket launchers, mines and small arms. Chinese version of AK-47 rifle is one of the best in the world, and China has advanced further towards military self-sufficiency than any Third World state, although it has yet to achieve a significant autonomous design and development capability.

China is seeking military technology from industrialised developed countries to help modernise its armed forces; and Air Force requirements receive maximum priority. A scrutiny of the type of weapons, equipment and military technology in which China has expressed interest since January, 1, 1977 indicates that 49.5 per cent of items relate to Air Force needs, and mostly related to offensive systems.

The primary long-range strike aircraft of the AFPLA is the H-6, a reproduction of the Soviet Tu-16 'Badger'; and the slower less well armed H-5, a copy of odder Soviet II-28 Beagle. The vulnerability of

both types of moderately modern defences would be extremely high.

The principal fighter produced in the PRC is the J-6 (reproduction of Soviet MiG-19s). This is a competently designed aircraft with good turning performance and high rate climb at lower altitudes. Its derivative design, the Q-5 (NATO codename Fantan) makes up for the original deficiency of range to a large extent. Nearly 95 per cent of AFPLA fighter aircraft inventory contains the J-6 and Q-5. These aircraft have also been exported in large numbers (600 of the former and nearly 150 of the latter). The MiG-21 derivative J-7, after many years of manufacturing problems, is now in regular production. But in operational terms this aircraft represents only an incremental advantage over the Q-5. The newest fighter product of the Chinese industry is the J-8 (NATO code-name Finback) of which as many as 50 may be in service. The design, unlike earlier belief, is based on the MiG 21, although the airframe is scaled up and powered by two WP-7B engines.

The state of the AFPLA fighter/attack force reflects the mixed performance of the Chinese defence industry. The Air Force continues to rely on J-6/Q-5 as the mainstay with a small number of J-7 in operational service. However, all these aircraft have serious qualitative deficiencies in terms of avionics and modern armaments. While these provided a credible combat capability, especially with the large numbers deployed, till the 1970s, increasing deployment of fighters with look-up/look-down and shoot-up/shoot-down capabilities with the air forces of China's potential adversaries have seriously eroded that margin of advantage. Modern fighters with snap-up/snap-down capabilities provide a quantum jump in combat capabilities because they confer the advantage of 'engagement control' to such fighters, allowing them the freedom of action to choose the time, place and manner of combat.

Two glaring gaps in Chinese air force capabilities are worthy of note. AFPLA lacks any means for gathering intelligence on its opponents or for preventing its adversaries from doing the same. Secondly, its ground-based air defences rely primarily on manually aimed anti-aircraft guns. Although the guns themselves are of high quality and capability, without radar direction or the backing of surface-to-air missiles, this leaves serious deficiencies in the air defences against high-speed low level strike aircraft.



The capabilities and constraints of the Air Force thus can be documented with some degree of confidence. The question which will determine the future is whether the modernisation will succeed, and if so, what vectoring it would finally adopt. One thing however seems certain: even a modest degree of success in modernisation would provide the PRC's Air Force with a combination of quality and quantity to make it the predominant air power in Asia.

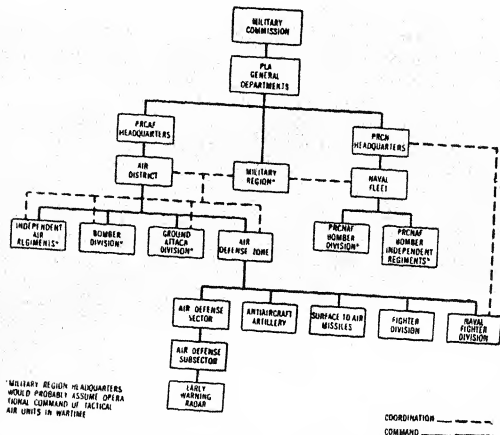


Figure 1 : Organization of PRC Air Forces

# Terrorism and the Military Response

BRIG DPS RAGHUVANSHI, AVSM

**TERRORISM** can be described as an essentially urban, socially or legally unacceptable, violent alternative or reaction to *de facto* political, economic and military power, whether or not that power can be described as legitimate. It uses fear, surprise, violence, or the threat of violence to achieve some personal, social, or political goal. It involves coercion and the illegal or immoral use of force, and may be a tactic of criminal action, internal warfare, transnational violence, or international conflict.

Political terrorism is calculated and rational, not "mindless". Terrorists usually seek to create a credible threat or political leverage, rather than mass destruction. Their immediate objectives mainly are psychological (as opposed to territorial), to generate loss of confidence in the existing social order or governmental policies, and provoke legal authority to adopt repressive policies.

The more common types of violence committed by terrorists are bombing, hijacking, kidnapping and assassination. Robbery committed to finance operations or acquire weapons also plays an important role in furthering terrorist objectives.

A somewhat broader definition of terrorism than that usually accepted leads to identification of six types of actors. Although these categories are by no means absolute or distinct, each challenges the social contract by threatening or employing force and fear rather than debate and reason :—

(a) *Political terrorists*, insurgents, or multinational guerrillas who seek to seize power, establish their legitimacy, or disrupt an existing government for particular social/ideological goals.

(b) *Anarchists*, who seek simply to disrupt the functions of government or society.

(c) *Criminal terrorists*, or bandits, who engage in illegal activities for profit, employing terror when necessary.

(d) *Insane terrorists*, who engage in acts of terrorism as the result of a serious personal, psychological disorder.

(e) *Counter terrorists*, or establishment terrorists, who as members of the governing elite use terror tactics to secure their bases of power and manage the society.

(f) *Middle class terrorists*, such as striking truckers of factory/mill workers who reject peaceful strikes and use violence to express their rage and dramatize their demands. This group may include many who have never suffered economically but suddenly find themselves unemployed urban welfare clients in a period of recession, inflation, and excess profits.

### CURRENT TRENDS

Terrorism is cheap in terms of effort and resources. It is well known that dramatic terrorist acts can be accomplished by a few men with little training or logistical support. Organization, secrecy, discipline, and convictions are all much more important. The tremendous destructiveness and cost of modern weaponry are rapidly making traditional warfare impractical. Many nations, groups, and individuals are, therefore, adopting terrorism, the "unconventional warfare", as an alternate means for opposing seemingly invincible adversaries. Terrorism, at this point, is still random, but certain trends appear to be developing.

### TERRORIST OPERATING PROCEDURES

Most major terrorist operations abroad are characterized by careful planning and are conducted within a tight schedule against lightly defended or unprotected targets. Both target selection and attack planning are based on meticulous surveillance. Three primary areas for surveillance of human targets are their residences, movements, and work locations. Terrorists may recruit or place an operative in a position of access to a targeted individual to assist in either surveillance or execution of the attack.

Terrorists usually rehearse an operation several times and will abort the mission when they encounter the unexpected or when they lose control of the situation. This may happen, for example, when

(a) the target changes his or her route or schedule;

(b) the target takes the initiative during the attack and does something unusual, such as breaking or evading a road block or other ambush; and

(c) the target does not open the door of his or her residence in response to a ruse.

#### POTENTIAL TERRORIST WEAPONS

A wide variety of weapons is readily available to most terrorist groups. The technological trend unmistakably is towards the development of smaller, more accurate, man-portable missile systems that would enhance the effectiveness of certain types of terrorist operations. Current weapons potentially available to terrorist include handheld automatic weapons, machine guns, recoilless rifles, rocket launchers, explosives, and other incendiary devices. Surface-to-air missiles also may be available to some terrorist groups.

#### DIFFICULTIES IN COMBATING TERRORISM

Combating terrorism, whether by infringement of individual liberties, diplomatic negotiations, or reprisal raids, is complicated by several problems:—

(a) It is difficult to agree on a definition of terrorism, with its many manifestations from criminal to political to insane.

(b) Often anti-terrorist activities may be more objectionable and oppressive than those acts they wish to prevent, creating martyrs and often improving the credibility of the threat.

(c) The adoption of anti-terrorist safeguards and punishment must be universal. For example, it is of no use to have an expensive, efficient system in the United States or France to prevent nuclear theft if potential terrorists can smuggle in the materials from other countries. Global interdependence requires that each nation depends on others to deter terrorism through punishment and strict security measures. The problem is that many governments do not oppose all terrorist acts.

(d) It is difficult to institutionalize programmes to combat terrorism because most nations, including the Super Powers, do not want to abandon the principle of asylum. In the past, some Western countries have accepted many refugees who have clearly committed illegal acts under the law of some Communist or other democratic countries; they have allowed terrorists to seek asylum.

(e) Any response to terrorist activity must consider domestic-political implications.

(f) Threats of capital punishment are meaningless to a terrorist who is willing to risk his life for a cause, or who sees in death the vindication of action and life itself. Also, if the punishment is the same for releasing a kidnap victim as for killing him there is less incentive to negotiate and many innocent lives can be lost.

(g) It has been suggested that a law be passed which would make it legal to pay ransom to terrorists. Such a law would be difficult to enforce, and might even encourage kidnapping since there would be a strong tendency not to report the crime.

(h) Terrorists are beginning to acquire a collective memory. If they were fooled once (*i.e.*, being promised amnesty and then arrested) they are less likely to be tricked again.

### PROBLEMS OF A MILITARY RESPONSE

Terrorism can't be fitted neatly into a geographic region. It cuts across national boundaries and all traditional decision making. The simple fact of bureaucratic organization and delineation of areas of responsibility creates significant difficulties in dealing with the problem.

Terrorism is largely a political and social phenomenon and therefore difficult for Defence Ministry/Services to handle, even though the immediate official response to it is likely to be based on policy or military force. Substantial inter-departmental cooperation is necessary.

There is also a multiplicity and diversity of targets, and therefore a diffusion of military responsibility in handling terrorist acts. The Navy is interested in terrorist activities involving ships or attacks on offshore oil rigs, while the Air Force is rightly concerned about sabotage and hijackings. Currently, different governmental and service organizations must respond to different acts of terrorism and different demands by terrorists despite the achievement of a significant degree of inter-agency cooperation.

Terrorism is not a generally accepted form of military warfare. It is not a traditional war of soldiers, and no national threat, defined battle fields, fronts, rules, civilians, or diplomatic immunity exist. It requires new concepts of vulnerability, threat and enemy. The projection of military power and technological sophistication often creates a level of fragility which merely invites terrorist attacks rather than ensures security.

There sometime appears to be a general lack of military interest in urban warfare, and a reluctance to accept its future importance. This has led to a lack of attention to revolutionary urban warfare doctrine, despite recent urban fighting in Korea, the Dominican Republic, Lebanon, and Vietnam. Many new weapons are now, or will soon be, available. Constant vigilance must be maintained to keep pace with ongoing urban changes, (e.g., growth of suburbia), and the effect of these changes on past lessons learned in urban warfare.

What then should be anticipated when considering the place of terrorism in the dynamics of world politics? One likely scenario for the 1984-90 period could be postulated as follows:—

(a) Situations and political conditions will exist in numerous nations which preclude free expression of political thought and reasonable possibilities for desired political, economic, or social change. Resulting frustrations will result in formation of groups so desperate for recognition and expression that they will resort to violent acts for political ends. Both national and international terrorist movements will exist.

(b) National governments, recognizing the cost and destructiveness of formal warfare, will have explored alternative methods for exerting political or economic influence over adversary nations. They will recognize the practicality and economy of sponsored terrorism plus the unique ability of the terrorists to operate in urban environments against highly visible targets. Consequently, sponsor nations will support client terrorist groups.

(c) Terror applied by groups and/or governments against governments and/or populations as an accepted form of warfare in a majority of nations of the world. Most of the nations express abhorrence of this idea but realize it as a fact of life. Inconclusive debate will continue in international forums.

(d) Proliferation of terrorist groups will reinforce the feeling of legitimacy of each terrorist. Targets, victim types and numbers and weaponry will range greatly among different terrorist philosophies.

(e) Terrorist actions, both internal and international, will continue and become more violent, particularly in Third World nations. Caution will be exercised by sponsor nations to avoid direct confrontation that might escalate to formal war.

(f) Weapons used by terrorists will increase in lethality and

destructiveness. Special terror weapons such as nuclear devices, genetic disrupters, mind-altering chemicals, crop destruction agents, and highly toxic poisons may be added to their arsenals.

(g) Strategies for combating internal and international terrorism will be developed by all governments. Options will vary from stringent repression to major concessions in accordance with the situation anticipated.

(h) Military forces will be structured, equipped and trained for counterterror missions as well as commitment in formal warfare.

(j) Partial successes as well as factional disagreements will fragment many terrorist movements into opposing groups, thereby decreasing their effectiveness.

(k) Some terrorist movements will attain their goals and those will fail. More will fail than succeed because of their inability to win public support. Enough will succeed to perpetuate the concept.

#### RECOMMENDATIONS FOR MILITARY ACTION

The military services can contribute to the fight against international terrorism in a number of other ways:—

(a) Seek better protection of armouries and storage depots, communications networks, and other vulnerable military facilities.

(b) Ensure a better understanding of terrorism within the defence community. We should make efforts to inform our businessmen and diplomats abroad on how to react if kidnapped. We should ensure that all our military attaches, Advisory Groups and their dependents understand these issues. Cables and current intelligence on conventional national threats are relatively accessible, but relevant information concerning terrorism for use by even authorised personnel is often difficult to acquire and highly classified. Government analysts and policymakers should be made more aware of matters dealing with international terrorism. More lectures and courses on the issue should be offered at service schools.

(c) Develop better equipment for safeguarding, warning and detection as well as better equipment for urban warfare. Studies should be conducted involving past and ongoing R&D develop-

ments in sensors and reaction systems to determine applicability for use as protective systems.

For example in US Navy, a project seems to provide a plan for the development and testing of sensors and reaction systems which will be needed to isolate and protect off-shore energy assets from sabotage without interrupting the asset production operation.

(d) Continue to develop better counterterror organisation. More specially trained administrative and tactical units are needed to respond to terrorist incidents and to implement plans to prevent them. After the Munich tragedy, for instance, West Germany established a special counterterrorist force drawn from their Border Defence Force. There is, therefore, a requirement to raise special anti-terrorist units which should also specialise in anti-hijack and freeing hostages tasks.

### CONCLUSION

Terrorism has a growing utility in effecting political change. A terrorist usually considers himself a dedicated patriot or idealist who has rationally decided that acts of terrorism are his best and often only approach to achieving his political goal. He does not consider his actions immoral.

Terrorism has been successful in changing both government policies and governments themselves. While it has failed in several instances, it has succeeded in enough instances to encourage the proliferation of terrorist movements.

Formal war is now so dangerous and expensive that major powers are searching for suitable alternatives. The socio-economic and political climate existing today favours terrorist development. Tomorrow's terrorists will possess extremely powerful and lethal weapons. Hence, they will have considerable bargaining power.

Suppression of international terrorism requires international cooperation and agreement. Since there appears little likelihood of this in the near term, terrorism will be a factor in world affairs during the 1985-90 period. The questions for a nation-state to consider then are, how to minimise the effects of opposition terrorism and how to export terrorism to the state's advantage if need be. These are questions the policymakers would do well to ponder.



Despite a number of serious problems and limitations, we must try to have a mission in combating terrorism. It must be pursued diligently within carefully defined legal restrictions. It involves not only safeguarding government property and personnel, but preserving order and protecting the nation from attack by terrorist groups and individuals. The military role is subordinate to diplomatic and civilian law enforcement efforts, but the Armed Forces must remain ready, informed, and capable to respond to specific threats when required.

# Educating the Future Army

COL R B SHARMA, VSM

A peep into the future of a dynamic human activity like preparation for war-making is fraught with obvious hazards. At the same time, one need not to be a crystal gazer or a clairvoyant to see the shape of things to come in their broad outline. Needless to stress, the Army of the morrow is going to be vastly different from the Army of the yester-years. In days ahead, military doctrines as also the defence management techniques will witness greater flux than heretofore. Consequently, the training in the Army which in functional terms means management of resources for optimum results in a simulated combat situation within a generally accepted conceptual frame work, will become yet more important. In this mix of tangible and non-tangible factors 'The human resource' will remain pivotal.

## A PROCESS OF GROWTH

In the recent re-organisation of the Central Cabinet, education has been recognised as an integral part of development of human resources. It indeed is an approach with far-reaching consequences. One may hasten to add, however, that the term 'education' in the context has wider connotations. It does not merely mean literacy, a facility so easily available in the market, but implies a general process which aims at an intergated development of 'body, mind and soul'. Since the training in the Army besides providing specific skills to individual soldiers also aims at preparing them for a distinct way of life, behavioural thoughts must form the basic tenets of its philosophy. To achieve desirable modification of behaviour through training, three requirements are essential on the part of the targeted population. These pre-requisites are, enough motivation to learn, ability to acquire knowledge and above all the capacity to put the acquired knowledge to practical use. Correspondingly, besides knowing the subjects matter, the training staff must also possess three essentials ie enough motivation to train, the capacity to simulate situations and above all the ability to affect transfer of knowledge. All these aspects fall within the scope of education. And in that lies its *raison d'être*.

## SOME BASIC FUTURISTIC POSTULATES

The graph-line of literacy in the country as a whole will maintain its upward trend. Unfortunately, however, the number of illiterates in the country will also increase (We had more illiterates in 1981 i.e. 437 million than at the time of Independence i.e. 200 million). Even if a major break through is achieved in the fields of population control and spread of educational facilities, a large number of the prospective recruits in the country will remain illiterates in the foreseeable future. The situation in rural India, which for obvious reasons will continue to remain the catchment area for recruits, may be worse still. Obviously, Army will continue getting uneducated freshers. In the area of availability of human resources for the Army this, therefore, is postulate No 1.

The recruits in the Army come from a wide variety of socio-economic backgrounds. But, the most pronounced among these differences is the variety in the field of languages. Even as on today, both the literates as also the illiterates among them experience immense communication difficulties. Naturally, the necessity of providing a common communication facility will ever remain inescapable so as to train them for any of the general or specialized jobs. That is postulate No 2.

Can a scheme of Army education purporting to meet the all-time requirements of an individual be devised? The answer can only be in negative. After all an individual in the Army is going to grow as a specialist, as a soldier and as a human being. With every step forward in life he will need to be equipped for meeting new challenges. Viewed in this perspective, education, can never remain a one-time issue. It has to be continuously renewed, updated and enlarged in its scope. That is postulate No 3.

Army will always be required to stay young. Consequently, the problem of time expired soldiers returning to civil life in a comparatively younger age group will continue. What opportunities would await them on retirement after they had given their youthful years to the Service? Gone are the days when one could live on one's past glory and meagre pension. The life is going to be tougher tomorrow when the society will respect only the money earning factor. How aptly has it been enunciated in a Sanskrit adage!

यस्यासि वित्तं सः नरः कुलीनः

सः पंडितः सः गुणवान् गुणज्ञः

Will a soldier be motivated to offer his best to the service, if he is

not assured that the service, in turn, is alive to problems of rehabilitation after his period of engagement expires? That education plays an important role in rehabilitation, needs no special stress. The factor 'education' applies to all ranks of the Army including officers. The desire to improve their educational qualifications will grow stronger amongst all Army men. In fact, trends are already set in this direction. The efforts made by various Army establishments to get their courses of instruction recognised as equivalent to civil degrees and a growing number of Army men taking university examinations are the cases in point. The requirement of creating opportunities for higher education, therefore, is bound to grow. And, that is postulate No 4.

In the highly competitive world of tomorrow, men in uniform will find greater personal stakes in the proper education of their children and wards. In the changed pattern of society the number of families staying in Cantonments will increase where provisioning of facilities for education of children, particularly at pre-primary level, will become inescapable. These trends also are clearly visible today. No other step will boost the morale of men higher than the establishing of good schools for their children in healthy environs. This is postulate No 5.

#### A SEVEN POINT PROGRAMME

In the light of the postulates outlined above a new scheme of education in the Army can be devised on the lines discussed below:—

(a) The rural areas will continue to remain the sources of obtaining manpower because higher physical standards, robust mental frame and a genuine response to the call of arms and not the scholastic achievements will be the prime considerations at the entry stage. It will be far more prudent to provide education of the right type to the desirable material after they join the service than to be penny-wise and enlist an otherwise weak stuff. An intensive programme of general education with emphasis on development of a common communication skill, therefore, should form the first brick of training of a combatant; whatever be his job or assignment. This will entail:—

(i) administering of a concentrated dose of education at the entry point i.e. at the officers training institutions for officers and at the Regimental Training Centres for Other Ranks.

(ii) opening of language schools where facilities for learning Hindi and all other Indian languages including English are provided for.

(b) Times have passed when an 'Education NCO' provided to a

Unit/subunit could 'deliver the goods'. Such frittering away of vital assets will neither be viable nor justifiable. Self sustaining educational institutions capable of holding a sizable number of students for a given period of time and catering for the need of a unit and formation be established. These institutions can function like the existing Category B Training Establishments under the over all supervision of the Directorate of Education. Firstly, this step will relieve the commanders at all levels of the routine educational responsibilities and secondly it will enhance the accountability of the educational machinery for producing results. Even these institutions may not provide an omnibus service, the kind of activity now going in the Formation Schools. The re-organised schools should specialize in providing education upto a certain level so as to cater for the specific requirements of the troops of the dependent formations.

(c) The future scheme of education in the Army must perceive higher education as its intergral part. Most of the armies of the developed world have already made such provisions. The self improvement aspirations of the soldiers will not be satisfied with the limited educational opportunities existing to day. Great innovations in the field of education, like the concept of autonomous institutions and open university, are taking place in the country. Constructive slogans like 'development through own-time learning' and 'missed opportunities can always be regained' will tear assunder the highly structured and now outdated nineteenth century educational nonsense. More pragmatic ideas must guide the prospective planning of Army Education.

(d) Non-formal education shall acquire a pride of place in future. Today, education mainly means acquiring of a particular certificate, whatever be its intrinsic value for enrichment of life. The new education should include a wide range of activities with a participatory role for the targeted population so as to provide them a greater sense of self-fulfilment in the creative as also recreational aspects. For this purpose the 'educational machinery' will play the part of media both during peace as well as during war. In the absence of such a mechanism men will become hapless victims of the kill-joy monsters of commercial cinema and the 'Idiot-Box'. The nonformal educational activities motivate people 'to come out', 'to excel' and 'to share'. In that lies their real value.

(e) Libraries as instruments of progress hold a great future. Explosion of knowledge will creat inmeasurable wealth of information at a rapid rate. Besides books going beyond the means of many, handling of information has become a highly specialized job. A well thought out plan of establishing chain-libraries with a greater facility to recycle books and other material for the benefit of a larger number in a variety of ways-will go a long-way in keeping the Army up-dated with the latest information available on its library shelves.

(f) Another vital area needing immediate attention will be that of Educational Technology. Ironically, as the need to know-more increases, the time available for the purpose correspondingly decreases. To reconcile these two requirements greater exploitation of tools of technology for educational purposes will become inescapable. So far as the educational potential of technological tools, like the video or the computer, is concerned only the sky is the limit. The effective use of technology in the teaching learning process enhances the ability of both that of the trainee to learn more as well as of the instructor to teach more. These innovations have a great capacity to produce even the dry and difficult subjects in a palatable and digestible form. Institutions for Training Support should, therefore, soon replace what we today know as 'Methods Cells'.

(g) As an obvious corollary to postulate No 5, discussed above, the service should accept pre-primary education of its children as one of the major welfare responsibilities. Good Balwaris, Kinder Gardens or Montessori Schools should spring-up in Cantonments under a central plan. The mushroom growth of such institutions either run by private managements in the cantonments or raised by adhoc local army bodies must be replaced. Since the school education of Army children is going to be adequately catered for under the revised educational policy of the Government by opening sufficient number of Kendriya Vidyalayas, larger welfare funds should now be released for pre-school stage. The management of these institutions should form part of the charter of the Army Educational Corps.

#### THE ORGANISATIONAL SET-UP

A re-organisation of the existing educational resources of the Army not as a patch-work repair but as a total re-alignment, is essential if the existing staff-oriented monolith is to be converted into an action-intensive task force. Such a rededication should cover all aspects of policy, organisational pattern and restructuring of the cadre.

#### CONCLUSION

Of the three essential components of the war machine *i.e.* the human resources, arms and armaments and the systems, the first mentioned will ever remain of vital importance. Whatever be the advancements in science and technology, only a naive would afford to believe that the horse could win the race even if the jockey was left behind. It is imperative that in the race of progress the man and the technological artifices advance together. It is true that some of the function now being discharged by humans will gradually be taken over by machines but when it happens so, there will be a greater premium for the quality of those who still remained at

# A RECOMMENDED MODEL DIRECTORATE OF ARMY EDUCATION

*Directorate of Training and Higher Education.* To supervise the working of the following cat. 'A' Establishments:—

- (a) AEC Training College
- (b) Army College for Education
- (c) Army School of Correspondence Education
- (d) Army School of Modern Indian Languages
- (e) School of Martial Music
- (f) College of Educational Technology.

*Directorate of School Education.*  
Dedicate to organise:—

- (a) Recruit Education
- (b) Army Junior Schools for Army First and Second Class Courses
- (c) Army Senior Schools for Secondary and Senior School courses.

*Directorate of Non-Formal and Field Education.* Education units/cells functioning upto Div. and Sub Area levels to conduct:—

- (a) Army Third level education
- (b) Map Reading Training
- (c) Non-formal educational activities including maintenance of motivation centres and libraries
- (d) Guidance and counselling for educational opportunities
- (e) Education of Army children.

the helm. It also is equally true that man's ingenuity has yet to improve the quality of the human race.

The Army education, as a sub-set of military training, must accept its own share of challenges in the field of providing competent man power to the Army. The existing system of education has served its days well. It was devised in an entirely different set of circumstances and for a different purpose viz to transform the early nineteenth century assemblage of troops into the Indian Army of the twentieth century. Now, to expect it also to serve equally useful purpose during the twenty-first century (which is only fifteen years hence) would be placing a tall order, indeed.

The scheme of future education in the Army, as out-lined above, may sound radical nay overambitious in the first instance. Even a simple analysis however, would reveal that it is neither. Nor is the proposed model anyway more expensive. The existing resources thoughtfully redeployed should prove sufficient. Time is ripe that we break the shackles of inertia and accept new ideas for a meaningful change. Let us not wait for the cows to come home!



# Selection for Higher Command

BRIGADIER GURDIAL SINGH

## INTRODUCTION

LT Gen T B Henderson Brooks who inquired into the debacle of Indo-Chinese conflict in 1962, made a very pertinent observation regarding the quality of leadership in the Army, apart from his observations on training, equipment, weapons and acclimatisation. He wrote that 'it was at higher levels of leadership in the Army that shortcomings became more apparent. There was a lack of confidence in the military leadership right from the Army Headquarters at the top down to the Corps, Division and Brigade'.

The above is history. Much water has flown under the Jamuna bridge since then. There have been considerable changes in the military doctrine, tactics, organisation, weapons, equipment and training. But has there been any tangible change for the better in the selection of commanders? The answer obviously is 'no significant change, only a few cosmetic changes'. The commanders at various levels are selected basically in the same manner as it used to be two decades or more ago, based on their Annual Confidential Reports (ACRs). The only change in the ACRs is that instead of the pen picture, giving the traits and performance of the officer during the year under report, the reporting officers now award marks for an officer's traits and demonstrated performance. The numbers have become necessary because the ACRs are transcribed on to the computer tape. To put simply, a computer is a fast calculating machine which only manipulates the data that is fed into it; 'so garbage—in garbage—out'. The ACR form is 'command oriented' and in case of staff officers and instructors in the Army Schools, most of the ACR proforma 'demonstrated performances' is irrelevant. As such it is essential

that certain additional inputs are introduced so that Selection Boards can pick out the real professionals to command units and formations.

#### EXISTING 'ANNUAL CONFIDENTIAL REPORT' SYSTEM

No significant forward thinking to improve the reporting system has been done in the Army since World War II except changing to numbers to indicate personality & performance of an officer. In an article 'Selection of Higher Leadership in the Army' published in USI Journal of Jul—Sep 82, certain weaknesses of the existing system of ACRs were highlighted. It was suggested that the officer reported upon should write down the tasks entrusted to him by his superior officer and his achievements during the year under review. The reporting officers in the chain of command should comment on the veracity of what the officer had written about his performance. An additional input in the form of an interview by senior and experienced officers and experts in various disciplines like political science, international relations, economics, human psychology was also suggested. Nothing much has happened since then except that 'seven' marks are now considered 'Above Average' instead of 'High Average' and 'five' marks 'High Average' instead of 'Average'.

Human being is 'unreliable' as a scientific factor. Consequently his characteristics and future actions cannot be usefully quantified and programmed for a computerized solution. A vivid example of man as 'unknown variable' is of Mrs Indira Gandhi's personal guard. A short while before her assassination, Mrs Gandhi had shown off her killer to some foreign journalists as a symbol of trust, saying "You see him? What could I possibly fear from some one like him". This is a clear example of subjectivity in assessment of human beings by other humans. An ACR in its present form primarily indicates the perception of one individual about another which, perforce, has to be subjective, because it is not based on any scientifically proven rules. Consequently greater number of 'careerists' than 'professionals' reach high rungs of command and staff appointments in this system. Those who have punched all the cards are going up in the hierarchy.

#### QUALITATIVE REQUIREMENTS OF A COMBAT LEADER

In "The Untold Story", Lt Gen B M Kaul writes, 'My critics contended that our reverses in NEFA (now Arunachal Pradesh)

were mainly due to the fact that I did not have adequate experience for commanding an operational Corps'. Evidently this criticism is unjust and unfair. Lt Gen B M Kaul, had successfully commanded an Infantry Brigade and an Infantry Division. He was 'Chief of General Staff' at Army Headquarters before taking over 4 Corps. He must have got good command reports (ACRs) and must have been recommended for promotion to the rank of Lieutenant General. It is self-evident that it may not always be possible to give long experience to an officer in commanding a unit/formation before committing it to battle because the war may start soon after an officer has taken over that unit/formation. Why Lt Gen Kaul, many other commanders (some with many combat decorations) were thought to be the best that system had produced. Notwithstanding this, there was total failure of leadership when the battle was joined. Therefore, it is essential to identify as to what should be the qualitative requirements for promotion to the next rank.

The Army leadership goal should be, to have leaders at all levels, who possess the highest ethical and professional standards, committed to mission accomplishment and welfare of the subordinates. A study of military history and operations shows that there are certain important qualities that are exhibited by competent military commanders. These are :—

- (a) Proper assessment of the enemy and ability to make a workable operational plan for the employment of his unit/formation;
- (b) The ability to handle a unit/formation in a tactical exercise with troops under various tactical situations;
- (c) The ability to train his troops for war;
- (d) Combat leadership traits.

It can be argued that in the present system, all these aspects are judged by the Initiating Officers, Reviewing Officers and Senior Reviewing Officers during sand model discussions, presentations of operational plans, tactical exercises with troops and the annual inspection of units/formations and reflected in the ACR. Had this judgement been even partly correct such derogatory remarks would not have been made about military leadership in battle even though

Henderson Brooks report, has been described as a masterpiece of circumlocutory understatement. Considering this, it is essential to have more inputs than just the 'ACR' to select an officer for higher rank.

#### PEG MEASURER FOR HIGHER COMMAND

In our existing system, an officer cannot be promoted to the rank of Major (company commander) unless he has passed promotion examination part 'D': but he can become Chief of the Army Staff (after passing Part 'D') provided he keeps getting good ACRs. It is axiomatic that the perspective and knowledge required of a Corps Commander is quite different from that of a Company Commander. Thus, there is a strong case for administering some sort of test to an officer at each rank *i.e.* as Lieutenant Colonel, Brigadier and Major General, where his planning ability can be judged. Evidently the Army does not need 'Paper Tigers'. What we need are men of action who can get on with the task assigned to them and execute it with excellence. But the ability to make a sound workable plan for the employment of a unit/formation in battle is an important aspect of 'Higher Command'.

In battle, the ability to handle troops skilfully is one of the key factors for success. An officer may be very good in theoretical knowledge but he may not be able to handle a unit or formation in an exercise depicting various tactical scenarios. This is where an officer's imagination, creativity and leadership qualities come into play. Thus it is essential to put every senior officer (Lieutenant Colonel and above) of the combat arms, through a tactical exercise with troops extending over a week or so, to see his ability in handling of troops. Apart from the Initiating Officer and Reviewing Officer, this exercise should also be seen and commented upon by an independent team of experienced officers from Army Headquarters. The written report of this team should be sent direct to the Military Secretary's Branch and filed in the Officer's dossier. Thus an officer's performance would be compared with his peers and the best of the group would be selected.

Another important aspect is the ability of an officer to train his unit/formation for war. At present, a unit is inspected every year by the Commander. Invariably it is the Physical fitness, Quarter Guard, Unit lines, Langars, Kit, Information room, Motivation hall and

documents that are seen. Based on the above, a formal report is made to the higher headquarters that the unit is 'fit for war' or not. There are not many cases in the history of post independence Army where a unit has been declared 'unfit for war' after the annual inspection. In any case all the units which take part in operations are declared 'fit for war' in the annual inspection. Notwithstanding the 'fit for war' remark, a number of units did not perform well in battle. Thus it is abundantly clear that we must review our tests to certify whether a unit is 'fit for war' or not. There are certain key areas like physical fitness, discipline, weapon training, battle drills and maintenance of war like equipment and junior leadership that must be checked before declaring a combat unit 'fit for war'. Some of these can be quantified and the grade achieved by the unit should be recorded. The ability of an officer in training his unit/formation can be judged by the performance of the unit vis a vis the performance level of the previous year. Apart from the Initiating Officer and Reviewing Officer, this should also be seen by an independent team of Officers and their comments sent to Army Headquarters, Military Secretary's Branch, to be filed into the Officer's dossiers.

Correlli Barnet has defined leadership as the psychological force that has nothing to do with morals and good character or even intelligence; nothing to do with ideals or idealism. It is a matter of relative will power; basic connection between one animal and the rest of the herd. Leadership is a process by which a single aim and unified action are imparted to the herd. It is most in evidence in times or circumstances of danger or challenge. Leadership is not imposed like authority. It is actually welcomed by the herd. That leader would be most effective who has a clear and profound understanding of his own system of values and beliefs and can cause others to share them.

In a recent incident in a unit, it transpired that the officers & JCOs stopped acting like leaders (inspite of the 'brass' on their shoulders) because the men did not intrinsically accept them as their leaders. JCOs were noncommittal (sitting on the fence) and the leadership role of the unit was really taken over by the NCOs. The main leader out of these NCOs was a relatively junior NCO who could carry the soldiers by his inspiring talk called 'psychological force'.

In our existing system, once a candidate has been through the

Services Selection Board (when he was still in his teens) and has secured the qualifying marks, there is no further test to judge the leadership grade of an officer. With the passage of time and environmental inter-action, there can be gross changes in an individual's thinking and personality. Thus a leadership test should be given by psychologists to see an individual's leadership ability after 15 years and 20 years of service. This input should also be examined by the Selection Board.

Thus, the Selection Board should be given the data about an individual's planning ability; his ability to handle the troops in a tactical exercise; his ability to train the unit/formation for war and the leadership test results apart from the summary of ACRs. This would be a fairly wide spectrum of an officer's ability on which the Selection Board can base their final judgement.

#### ANALYSIS OF THE PROPOSAL

The first and foremost criticism of the above proposal would be that there are already too many tests in the Army. Do they have tests for professors, lawyers or doctors? Why for Colonels and Generals! However, a deep look into the system will clearly indicate that a professor, a lawyer and a doctor is being tested on the job everyday. If a lawyer loses one or two cases in the court or a doctor bungles up one or two surgical operation, his reputation goes into the red and the clients do not go to such professionals any more. But in order to test the military leadership, we obviously, cannot go to war every year. In case of military leadership the stakes are very high viz security of nation. Thus there is an absolute necessity of devising meaningful tests for military leaders. In any case, an ACR places on record the result of an invisible test every year based on which an officer is promoted. Why not give the test to the officer and see his real worth?

The conservatives may pose that conducting so many exercises is a mammoth task and is not practicable. This however is basically a management problem. Surely we want the best leaders to lead our troops in battle and no price is too high for getting the right man to command units and formations. Tactical exercises with troops are held every year. There is no dearth of highly qualified officers who can form various Testing Teams at the Army Headquarters/Command Headquarters just like the Air Force. An officer should be given this test after he has been in command for 2-3 years. This would make the officer corps study their profession seriously. In

the present system, after an officer has passed the Staff College Entrance Examination, he merely has to establish the rapport with his reporting officers in the chain of command and put up a show which would enable him to get a good ACR.

As for checking of the training standard of the unit, the method has to be worked out by the Military Training Directorate. Each unit must be put through a professional test like the shooting practices, physical fitness of all ranks and tactical battle drills in various operations of war. In the U.S. Army this type of test is called Army Training and Evaluation Programme (ARTEP). Some of our formation commanders also put the units through similar tests. But we need to formalise and promulgate it. The performance of the units should be recorded and this should form the datum point to judge the increase/decrease in the operational efficiency of the unit. This would not only indicate the training ability of the commanders but would enhance the operational preparedness of our Army to a great extent. Most Armies in the world are already doing it to keep their units fighting fit and ready for operations at minimum notice. This could be organised at command level. The CEME, AIA, CAOC, ADMS/SEMO and annual inspection by formation commander should be combined with it in order to reduce plethora of inspections already in existence.

Leadership tasks performed by officers are different at each level of command. The test could be in the form of a questionnaire, like Fundamental Interpersonal Relationship Orientation Behaviour (FIROB) and Human Value Inventory to assess the attitude/tendencies of the officer considered for higher promotion. The critics would say as to why a military commander should be at the mercy of a chairborne, be spectacled psychologist, specially because this science has not advanced as much as the physical sciences like chemistry, physiology and physics. Whereas this may be correct partially, it is essential for the Board to have a look at the psychological test score. This input would definitely indicate the bent of mind of an individual and certain corrective measures may be taken. It would indicate the type of jobs an individual is most suited for. It may also avoid arraigning of very senior officers before Court Martials for lack of integrity.

#### CONCLUSION

It cannot be gainsaid that even in the present system, certain high quality professionals are being selected to command units and

formations but the ratio of professional vis-a-vis careerist is rather low.

A human being is a very complex machine. His behaviour cannot be accurately predicted particularly under extreme stress of battle. It varies under different circumstances and environments. We all agree that only the really competent leaders should command troops in peace and war. The present method of selection based on ACR alone, has innumerable pitfalls. The Selection Boards must be given more data about the officers planning ability; his ability to handle troops in tactical exercises under various tactical scenerio; his ability to train his command for war and his leadership qualities, so that the Board recommends only dedicated professional for promotion and the jobs for which an officer is most suitable.



# The Social Aspect of Military Leadership The VIP Cult

BRIG N B GRANT (RETD)

*Any man can always enhance his rank and status, but no amount of rank and status can enhance the man.*

THE latest report of the proposals on army pay and allowances recommended to the Govt. has as its central theme, the 'elitist' and the 'izzat' factors, which the report considers vital, for inculcating the fighting spirit and the will to sacrifice of the soldier. There can't and never has been any doubt on this issue. The report however gives the impression that, today any loss of izzat and prestige amongst the armed forces is only due to external factors like, money power, pyramidal rank structure, order of precedence and facilities in relation to civilian officials, etc. Whereas these factors may have contributed in the past to the lowering of the status of the soldier, however, it is felt that, his prestige and izzat have been eroded, and still further lowered due to the VIP cult which has since crept in the military heirarchy.

There also seems to be a belief that, leadership in the Army has to be something very different from that in the government and industry, and can only be exercised through the authority of its rank structure. This has resulted in our preoccupation with matters like the cadre review, order of precedence between the army and civilian cadre, and the latest proposal to even change the badges of rank least they get mixed up with the police. What one fails to understand is, why such factors are not prevalent either in the American and British army, on which our traditions are based.

Society in all countries, has imbued the soldier with sterling qualities of character, such as patriotism, integrity, courage and self-sacrifice. It is, therefore, axiomatic that, if a soldier has to fight and, in the

process he is willing to die, the above qualities must somehow be ingrained in him, in his day-to-day working life. This can be achieved only if the reputation and prestige of the soldier is built up to make him feel morally superior to the rest of society.

Studies of war have amply proved that, ultimately a soldier makes the supreme sacrifice, not because he is more courageous or more patriotic than his civilian fellowmate, he is certainly does not do it for the army pay he receives ; the only reason he dies without batting an eyelid is, because he is made to believe that, he is a superior being who can be trusted under all circumstances, and as such, cannot let himself down in the eyes of the nation. The question therefore arises as to how this feeling of trustworthiness and superiority must be inculcated in the soldier, and even more so in the officer cadre in peace-time so that it becomes a part and parcel of his entire makeup, and automatically manifests itself during a crisis in battle.

While the relative importance of different motives for a man joining the Armed Forces is difficult, if not impossible to reconstruct, an official questionnaire study of about 8,000 graduates of West Point (the US equivalent of our NDA) concluded that, "relative to compelling factors for entering West Point, almost all indicated that honour, prestige and traditions of the Services was the most important reason." Whether one enters the military service because of a sense of mission, or for career reasons, constant pre-occupation with fighting engenders a distinctive self-conception. The fact that the military officer considers himself distinctive explains why, in a society in which the military is held in doubtful esteem, social inheritance of the profession—whether coerced or voluntary—takes place at all.

Today however, honour and prestige, which were of fundamental value to the military officer two decades ago, and I presume still are most important dimensions of the self-image of the present-day officer, has been greatly strained. If the initial cause the strain was due to the bureaucracy of the IAS cadre, wanting to dominate the Armed Forces not only administratively, but also with respect to its social status, it was accentuated by the next generation of military leadership allowing the VIP cult and rank culture (which was so foreign even a decade ago), to creep into the innards of the officer corps, and thereby, to destroy the very fabric of its cohesiveness.

Not very long, ago, the officer, whether a 2nd Lieutenant or a

General, enjoyed the same privileges that his country could afford, and he was automatically accepted in the nation's topmost society without reservations. Irrespective of their ranks, socially, all officers were considered equal, and they maintained a way of life for the rest of the nation to copy. All officers were considered as gentlemen, not because the Lok Sabha willed it, nor because it had been the custom of the people in the past to afford them that courtesy, but specifically because nothing less than a gentleman is truly suited for the particular set of responsibilities which the military officer is expected to execute.

As long as members of the military hierarchy consider themselves to be special because they embody the martial spirit, it is indispensable that they also consider themselves socially equal, irrespective of their ranks. When we became a republic, free India's first Chief of the Army Staff, Gen C M Cariappa, saw to it that this fundamental concept of social equality was ingrained into the officer corps to maintain its cohesiveness from the very start. To quote him in one of his minutes he had written:

"In the Army, there are no differences in the social status amongst officers. There are only differences in ranks for administrative purposes. A General and a Second Lieutenant have the same social status as officers. I do not want this point to be ever raised again."

Unfortunately today, social rank consciousness has been allowed to creep into the Army to such an extent that, leave alone having ranks in the officers mess, which was once considered the officers's home and where rank was always taboo, but even in places of social intercourse like Army clubs, and cinemas, where even though all officers pay a subscription and purchase tickets, tables and seats are reserved rankwise. The point at issue is, if senior officers do not respect and trust their own junior so-called "brother" officers, and do not give them a place of honour in their own hierarchy, one cannot blame society in not wanting to repose in the man in uniform, the kind of trust and honour which was once taken for granted.

In this respect, by making a social distinction between one type of officer and another, the army seems to have gone out of its way to lower the officer's dignity and status not only in the eyes of society, but

even in the eyes of their own men. So far it has been the habit to blame the government and its administrative services for the loss of the soldiers prestige and honour. Although initially this may have been true upto a point, in the ultimate analysis, only the social equality of the officer corps and the character of the military leadership can restore the izzat of the soldiers to its former glory. Only when this happens, the soldier will be able to enjoy the same respect, honour and prestige which society once gave him automatically.



BLUE-WINGED PARRAKEET  
"The Birds of Asia" By John Gould

**Madura  
Coats**

**LEADERS IN  
TEXTILES**

---

THE ANSWER TO ALL YOUR CLEANING  
PROBLEMS  
TEEPOL SP.

*A Multi-purpose Liquid Detergent*

- \* TEEPOL—a world-class detergent formulation of Shell
- \* TEEPOL—drives dirt out faster
- \* TEEPOL—cuts grease instantly
- \* TEEPOL—is concentrated—saves you money

*Marketed By :*

**National Organic Chemical Industries Ltd.**

Mafatlal Centre, Nariman Point,  
Bombay 400 021

Phone 202 1877

---

## QUO Vadis: Staff College Selection?

LIEUT COLONEL K V RAJAN

### GENESIS

THE present system of selection to the Staff College has been evolved over the decades, with the aim of attempting to procure the best and benefit the organisation. As in every system, the dilemma would be to constantly review it in order to eradicate flaws, as also update it to avoid obsolescence. Two factors, here, have to be unquestionably accepted. The need to have a certain amount of trained staff officers, to tackle problems from macro to micro levels is one. Next is the existence of a methodology to select and train such individuals, who may benefit the organisation commensurately, by high quality staff work so essential in order to relieve the Commander of many a distracting work burden, and also expedite the planning process be it for operations or war, training or administration.

Having accepted the need for Staff Officers, the question that comes up is whether the present system is indeed adequate, especially keeping in view the coming decades and changing needs. And a word of caution, the future does not mean a lop-sided blind bias or tilt towards mere science and technology. The whole thing in toto in the right perspective is what should be visualised. The USA, under pressure in Vietnam, is a living example where immense faith in science and technology generated an impersonal approach that finally built up false illusions, and gravitated sharply away from realities with disastrous results. Many more examples can indeed be given.

The point being made is that planners need to possess several skills, knowledge and traits to enable optimal results in their fields. And who can dispute that a Staff Officer is indeed inevitably associated with planning at every level right from the lowest to the highest. While the troops may have fought well, major faults in planning, based on blind beliefs and disproportionate knowledge of ground conditions and environment led to the failure of the USA. A study of books like

'Electronic Battle Field' by Paul Ericson or 'Crisis in Command' provides ample evidence of not only this, but also the fact that science in the battlefield though valuable has to be applied not in isolation but as a complementary factor along with others including the most vital, *ie*, the human aspect. Albeit, the aim here is neither to disparage science, nor deplore it, but ensure that it does not eclipse other imperatives also needed to win wars, and more so. While modernisation is a vital must, commensurate development of human resources that are active participants in the use of tools of modern science, is also essential. The same is true for modern officers who have to plan or assist in constant planning. An all-round product is thus what is desirable.

## QR

Let us examine the generic QR for a staff officer (SO). The SO has to be suitably equipped in the traits field, and possess adequate military knowledge of his own and other arms and services. He must be expressive both in the written and vocal form. An SO should be the repository of at least average knowledge of both national and international affairs, or in simple words know what's going on around him generally. And finally none will dispute that the SO ought to be one who not only has all above but should also be a person with a penchant and ability for updating and developing himself and in turn contributing to the organisation. And, of course, the more applicative potential and skill he has, the better it would be.

## ADEQUACY

A scrutiny of the QR and the methodology would reveal as to whether scope for modifying the present selection system does exist, in order to enhance the prospects of the organisation to its advantage, futuristically speaking.

## SELECTION

Till recently, those who wanted to get through appeared in a series of papers, the passing meritoriously of which assured them of a berth in the train to Wellington or abroad, depending on their performance levels, both exam and otherwise.

Again each paper catered for 4 and 5 major questions to test the ability, knowledge and skills of the candidates and their responses to set situations in a paper like appreciation.



Recently this question/exam trend was changed to a mix of short answer, true or false and essay but shorter style questions. This trend was said to have been introduced keeping in view the exam patterns advocated by the educationist world. Varied thoughts exist on this subject but comments will be offered on these later.

The main point being emphasised is that though some changes in the actual question paper styles have been introduced, the crux is whether the selection system itself is adequate, or whether more attractive options exist, in the larger and long term interests of the organisation.

#### COMPATIBILITY

For an uneasy thought indeed flits across the mind of an impartial and unemotional observer, as to whether the selection system for Staff College as of today is indeed compatible with overall requirements and environment both present and futuristic, and if it is not, can we find an alternative. And even if we cannot, can at least a greater awareness be generated by discussing one such (even if it may be later rejected), in the interests of none but the organisation.

This article attempts to highlight an option, based on certain premises. And the question is whether we as an organisation have the flexibility to accept facts. For this is the key to acceptance or rejection of any proposed alternative. Again, the aim is to seek attention towards an attractive option for the good of the structure. And why not?

#### POST 1947

The British bid farewell to us in 1947 leaving a vacuum in various fields of administration and leadership. Thus, we as a nation had to fend for ourselves and soon got involved in adjusting our ways and means of performance. Looking back today, any student of international affairs would affirm that though some help was given to us initially, indeed it was nothing compared to what could have been done. This is also a painful pointer that ultimately we have to stand on our own. Soon we as a nation got busy with the holocaust of partition and its traumatic aftermath. The first flush of democracy and blind belief in human altruism, led to a policy of maintaining a miniscule Military, not only disproportionate to our size but highly inadequate for its supposed tasks. 1962, 1965 and 1971 all altered this drastically. Thus, the Army, till realisation dawned allround, fended for itself in the best

way possible. And perhaps thus sufficient time and attention was not (or could not have been) paid to the staff aspects in the ideal mode desirable. It was, perhaps, a question of maintaining the equilibrium and going in for the known for obvious reasons, rather than plunge for the unknown and queer the pitch.

Perforce, Wellington by and large experienced a continuance in policy undisturbed, except for some changes here and there or some increases in its intake and syllabi. Of course it has also been the concomitant beneficiary of elevations in its establishment as has been the case with others of its ilk. So here we are, and now the question is should we continue to be so, or is there a way out.

### THE QUESTION

Any person who can visualise and who is also deeply aware of his surroundings, and understandably concerned about his organisation and its individuals, would strongly advocate the emulation of certain valuable lessons from the IAS, a wonderful setup with high scope for creativity and flexibility. Their movement from place to place is not as rigidly regulated as ours and perhaps this is their trumpcard: for rigidity stifles many a positive thought and action. And linked with this is continuity. How many amongst us in staff can say that our existence and contribution has been assured, continuous and effectively adequate. The compulsions of the reporting system have positively trapped us to the extent of depriving us of the rich experience and wisdom of the few among us, who are specifically selected, trained and meant to contribute their all. But whether they do fulfil this aim properly or coherently because of being constantly peripatetic, or due to the report phobia, is a definite matter for consideration sooner or later. Indeed rolling stones gather no moss, we being no exception.

Thus the question is whether such a system as ours is really beneficial and worthwhile from the long term point of view. Or, is the matter mootable. It is these issues which are being faced squarely and answers attempted to resolve the same.

### WHAT DO WE WANT?

After all what is our requirement? Several questions may indeed be raised and some perhaps will themselves help us out of this dilemma.

Do we want a mere pen pusher who will contribute but only on orders, and keeps continuously looking over his shoulder, or acts as a mechanical go between post office?

Do we not want Comdrs at all levels to successfully carry out their jobs in a peaceful vein by providing them with Staff Officers, who are not mere file watchers, or 'just out-Wellington types'. And how can we be assured of this especially in today's age of paper wars and mounting bureaucracy, when any and everything under the sun is being suffocatingly placed between file covers, in turn seriously distracting and deviating Comd, Staff and line all alike, from actual realities.

### TIGER, TIGER

Yesterday Cdrs and COs were younger in service and experience. Today, both these latter have gone up steeply. So would it not be better to have Staff Officers who have much greater service, experience and wisdom, and commensurately can thus handle and flak flap in a more ideal way instead of buckling down at a mere sneeze, or mistaking a mild tremor for a terrifying earthquake which is frankly what is happening today? One normally thought that PT implies Physical Training in our environment. But a frank and indepth perusal or scrutiny of most of our paper work, letters and or correspondence from the past decade or so to date, would reveal the frightening encouragement given by the organisation consciously or otherwise to a fecund breed of Paper Tigers (PT) who worship Paper Tigerism (PT) which is threatening to become a new and effectively flourishing religion in OG today, and the number of devotees is alarmingly on the increase, with its opponents constantly under the threat of annihilation, or being reduced to an impotent minority? In the long run if this trend is going to continue, then the question is whether the Wellington system as of today is really to blame or otherwise? For many examples of PT from the 'mundane' to the mind boggling can be easily given in strong support of these thoughts expressed here. But one is confident that the reader would agree to what is true. And will it not be better for Cdrs at all levels to have older Staff Officers who will refuse to be cowed down, who will be more empathetic to both units and organisational needs and yet chart adequate middle paths meeting every need in better possible ways. And, of course, will not such older Staff lot be repositories of more balanced and human advice and counsel?

## SERVICE PROFILE

For, can anyone deny that young blood is young blood. And if one sees career profile in a very unemotional manner will not the backgrounds of quite a few PSCs prove disturbing. It is not the aim to blame anyone here, but to bring out a serious functional anomaly. For how can an individual be blamed when the organisation itself has laid down some QRs and it is only fair that in the ultimate homo sapien has to fend for himself and himself alone.

Thus can it be refuted that whatever the reason be, many of the PSCs when they come on Grade Two Staff (particularly in the cases of those who go straight from Wellington) have debatable unit experience at Coy Comdr or equivalent level. Today, is this frankly not a handicap to both organisation and individuals on the one hand and to fmsns and units on the other? Would it not be better if they had gained Coy Command or equivalent experience very adequately in their 8-13/14 years of service span, and were then only allowed to try for Staff/Wellington etc.?

Is it true or false that most officers have to go through a number of courses right after commission and seen together with their leave periods, does this not result in functional problems when they go on staff early due to the officers' actual ground/unit inexperience, as they hardly have been for long in units at the desired periods.

## FACTS : NOT FICTION

A non technical Officer (NTO) (say Infantry) goes for YO course, BSW, D & M/RSO, JSC course and perhaps one more course. He may or may not be posted as Staff Offr Grade 3, Instructor class C or ADC, etc. Thus his actual unit service is questionable. Again if he is away as Staff Officer Grade-3, or Instr he is out of the unit. On return, at the most he may stay for 1-3 years and tries for Wellington. In some cases if an officer has been ADC/Instructor or GSO-3 at younger age, every chance of his being posted as Instructor (prior to Wellington) CI 'B' or SO-2 exist or has happened. These offrs say then go to Wellington and are posted back as BM/DQ & so on. Thus at this stage what is their ground experience? This is the Crux. And if they have less ground/unit experience is it not true that their benefit and value to the organisation would be much less than what it ought to actually be. After all a mere PSC by itself is no password and palliative for all troubles.

The technical Officer : What does he do? Firstly he is busy at

Mhow MCTE, and then at CEME Pune on courses of pretty long duration. And quite a few step forward faster due to ante-date advantages. In his formative years he is away quite busy in the academic plane for a prolonged duration. Again, may be he goes for two or three courses. He also may have postings similar to the NTO. Thus the matter in a nutshell is that, when he goes to Wellington he suffers from the same disadvantages of unit inexperience.

#### EXAM CONDITIONS

And frankly a study of all our precis at Pre-staff or elsewhere, will prove that anyone who has understood the technique of answering, or the pattern of discussions and who has had time to prepare well by and large even if it be by rote, stands a solid chance to get through the exam. All other things being equal ground/unit inexperience may not come in the way at all in the preparation for Wellington. After all backgrounds make a difference and those who are less expressive or those who flower late obviously will find themselves at a disadvantage in this regard, however well qualified and knowledgeable they may be on ground, and for that matter those who have been too involved in unit life especially in hard/field areas.

And should not a competitive exam be fair to the highest degree? Whatever anyone may say, a person appearing for an exam from a city or urban area has a distinct advantage over some one from say Ladakh or the Eastern borders. To deny this and speak of will power, determination and such like is to merely distract from the main issue. Ofcourse these qualities are a must but environmental factors are more important, and nature can be fought only upto a point and that too in the physical plane only.

#### COMPETITIVE EXAMS

A study of exam results like MBBS/MBA, Administrative and Allied Services and such like will reveal that persons from towns or urban areas stand a much greater chance to qualify than their not so well placed colleagues in rural area. Thus the point in the previous para is easily reinforced by this statistical fact. And many officers who have been unlucky to pass/qualify are those who perhaps have been subjected to a lot of disturbing movement or postings in areas where the atmosphere to study is not conducive. While an officer must try and work hard, the environment at Mhow or Dehradun or such like with excellent libraries etc is incomparable to conditions in field or hard areas, to be candid.

## WHAT SAYEST THOU ?

Seeing the general environment one is also tempted to raise a query, as to whether any detailed statistical study of successful PSC candidates exists. If so, it may offer a revealing pattern profile where more often than not a large number of candidates with the advantages of a good centre like Mhow and such like have got through. Equally interesting would be the data as to how many appeared and got through from the Northern or Eastern Regions. And further it may be worthwhile to also study the post Commission backgrounds too. All these may offer an insight calling for necessary rectifications in the matter. The argument being again put forward is that a minority can and should be blamed for not putting in their best. But to apply this as an 'obiter dicta' to the majority would be unfair, as then the only indicator would be that organisational and not individual deficiency, that would need corrective action.

Thus these are all questions that agitate the mind and exercise the intellect.

## FLOATING POPULATION

And can it be denied that while actually brilliant few may get through with little difficulty, the vast majority keep studying for a long duration and is this not a costly process for unit, firm and organisation ? Or, is it actually desirable? In the ultimate, units count very much in war, and depriving them of the presence of an officer cadre at essential stages or levels like (prolonged) Coy Command may not be an attractive proposition at all. No doubt SOs are very vital, but should it be at the disastrous long term cost of the unit. Or should a compromise be sought in the interests of both ? While cities may inevitably accept the disadvantage of a floating population can we as an organisation really afford the permeation of a similar process into our system and which ironically is becoming an all-pervasive fact today?

## SIDE EFFECTS

And all said and done, is the present system healthy or does it produce long term side effects in the minds of many an unfortunate, who inspite of having worked hard was not lucky to have made it ? While it is already agreed to that SOs are a must, the question is only the methodology of selecting them, and not the fact of their being. After all this being an exam with very limited vacancies, scope does exist for many an enthusiastic officer to miss the bus to Wellington due

to many variables, known or unknown. For it is not enough to say: they made it who worked hard. After all a few may not have worked hard enough, but if we blindly classify the majority of failures as not having worked hard enough to get through, then the fault frankly is elsewhere. And perhaps the entire selection system of the officer cadre, from grass root levels, is what that seriously needs looked into. If one or two patients suffer from food poisoning it may be due to individual anatomical blunders, but if a pattern involving many more emerges, then the process needs a review. A last thought is that perhaps the very size and complexity of an organisation as large as ours, may inevitably provide neither urgency nor greater awareness to such an issue than is actually warranted.

### OPTIONS

Having subjected the system to an objective expose, one would naturally be faced with the dilemma of probable options. After all while it may be easy to negate, the same may not be true when it comes to offering ways of betterment. It is in a spirit of objectivism and constructive empathy with the establishment certain thoughts get reflected here. What are the options open to us? Are they feasible?

#### LET THE GIANT SLUMBER ON

Should we accept the existing system, and merely resort to cosmetic surgery by continuing to modify question answer techniques only or adding a paper or two here and there, or worry whether to run pre-staff courses physically, or by correspondence.

#### VIA AND VISTA

*Age and Service.* A departure suggested is to increase the minimum age and service periods. All officers irrespective of commission should only be allowed to appear for the entrance examn after 11/12 years of minimum service. This would give the organisation maximum assured benefits, caused by the officers undisturbed and noncontinuous presence as also avoid premature distraction affecting unit and service interest. The age aspect can be standardised, say minimum 32 yrs to 36/37 or so as maximum, for say offrs from NDA, and from 37 to 40 for older entries.

#### LAISSEZ FAIRE?

*The Tech Force.* For technical officers who have been exposed to a high academic and theoretical environment it would be ideal to

allot a certain amount of direct 'Corps' vacancies, and leave it to them to send their choice. After all when an officer has spent that much time earning his BE or ME, would it be fair to the organisation from the long term point of view to permit the officer to further spend his valuable time for a year or two in preparing for the Staff College, that too when he has gained expertise vital to the organisation, at great premium in terms of time and resources. Thus for example say in particular Signals, EME & such like could have 'Corps' vacancies with choice of selection left to them. This may sound odd, but organisational benefits are obvious. A background pattern study of post Commission study of Signals, EME officers may support this option. The only stipulation that may be made is that where needed, technical officers selected for Staff College under this system should be attached to active Infantry and Mech/Armr units, preferably in hard field conditions for a reasonable period of time, say six months to one year in order to gain adequate/actual exposure in this direction. And this should preferably be during training/exercise periods. However, their entry age and service conditions should be as suggested a while ago left to their own family.

#### MODIFY THE MODE

*The Exam Proper.* The entrance exam itself should be in two phases: a preliminary and a main.

*Preliminary.* There are two basic subjects which are generally stable, and can be used as a spring board for entry. These are Adm and Morale and Military Law. These two subjects should be offered as a Preliminary Test. The minimum qualifying marks should not be less than say 70-75% in each of these. And only those who obtain these marks ought to be allowed to sit for the Main Entrance Exam. This suggestion will have certain salient advantages. One, the theory knowledge of all officers in general and candidates in particular, will markedly shoot up and improve. Next, the competition for the remaining four subjects will become more intense and worthwhile. Entry of intake with greater knowledge will benefit the organisation qualitatively in the long run. Lastly, the preliminary will act as an effective filter at an early stage and reduce burdens of selection too.

*Merits.* In suggesting only the above as preliminary subjects, the point kept in mind is the other subjects generally are more dynamic, needing quicker flexibility, applicability, creativity and allied situational responses, of thought and mind. For, by and large 'Administration'



and Military Law are stable and static subjects threatened with changes only over a very prolonged period of time. This is not to reduce their importance, for indeed they are essentials, but to place them in their correct levels. And again, stipulating higher marks for these offsets any thoughts in the above direction.

*Alternative Preliminary.* If the above be not feasible then a preliminary, with one or two general papers could be introduced say which can test the candidates general and science knowledge responses, aptitude, skills, communication, capability to submit a paper, language and written expression, and potential for logical, quick responses and so on. All these could be well thought of, and a suitable set of papers devised.

*Chances—Two or Hatrick.* Also offering a candidate three chances is indeed debatable. It is for consideration whether just two chances will not save the organisational burden considerably. After all a candidate can appear first time, and if he be unfortunate or unlucky then he can be definitely given one more chance, but offering three chances does appear inexplicable as of today.

#### TIME TO TASK

*Study Time.* All Offrs who are allowed to appear for the entrance exam should be given one clear year or at least 6-8 months undisturbed in a place of their choice once in their life time. Say an officer is allowed to appear twice (or two chances). For his first chance he appears in 'as is where is conditions'. But for his second and last chance he is offered a sort of study leave for 6-8 months. Again, if an officer (by the time he appears) has had two field tenures at unit level for long periods, then such an officer does merit consideration. This can take the form of a bonus of 20-30 days in Study Time for officers for every year in general field areas, and 40 days per year for those in High Altitude or very Harsh/Jungle Terrain, while with units on active service. For whatever one may say, just compensation is needed in this direction.

Compare honestly, an officer who spends say one year or more in Mhow or any town and one year more in Pune or an urban area, with an officer who spends a rugged life, in cold snowy heights or Eastern jungles. It cannot be denied that the latter is at a much greater disadvantage overall. Nothing can ever compensate for this. Especially in today's age of knowledge explosion, accessibility to knowledge itself is a key factor. And, to be fair

such a bonus should be introduced. However, a ceiling could also be imposed, ie a maximum bonus of 3 to 4 months only should be allowed. Thus overall an officer who has not had much field service, may get 4-8 months study time while his counterpart, considerably exposed to field conditions, may at the most get say 10-12 months.

Study time thus, is a fair proposal if scrutinised objectively and impartially. Surely, if one has served several years actively and sincerely, the organisation must reciprocate, and that too in its own interest.

#### HEART-BURNS

This will lead to much less heart-burning, or frustration. Without attempting to disparage anyone, one may be allowed to opine that doubting Thomases should see all ranks casualties of the Army in general, and Infantry in particular from 1947 onwards: Life is tough in forward areas, and calling for and granting commensurate compensation, at least for a professional exam, is indeed the minimum one can in fairness think of.

#### FURTHER FILTER

*Psychiatry Test.* Again this may be loud thinking but an officer who is being selected today gets in by virtue of his exam and overall performance. But are these really adequate. Today he joins Staff College. Tomorrow, he may be holding very critical appointments. Would it not be advisable in long-term organisational interest to subject a candidate to some sort of a psychiatric cum psychology test to explore his mental behavioural potential/response etc, in regard to those qualities that are essential for him to benefit the organisation. Say aptitude, creativity, teamwork, flexibility, ingenuity and such like. Surely, this suggestion is very much in place, when one sees the ever increasing challenges made on individuals today, in life as a whole. So how does one cope, if one is not the right material without diluting organisational standards. Thus this suggestion merits early attention. Seen from the angle of the blind Indian faith in exams and degrees the matter may become clearer. Again this is not to criticise exams: they are a must, but to allow an exam to eclipse other requirements is what that causes uneasiness. It is known that in many other countries exams/degrees do not act as assured get aways to everything in jobs, as they do in our environment. And, in turn, the influence of this on us in uniform cannot be denied.

*Interview.* Again, is it not a serious anomaly that the method of selection is frighteningly impersonal and mechanical. The candidate does well in his exam and if he has no major problems he gets selected. However, would it not be better to filter by an interview. The board could consist of very senior officers say, Generals who with their mellowed experiences and wider perceptions could get to know the candidate, and offer an opinion as to his characteristics, potential suitability, and all that may be needed for both the job in hand and for future assignments. After all, a Staff Officer has to communicate effectively both verbally and in writing, be a decisive person, display dynamism and enthusiasm, be empathetic to organisational and human needs, and such like. So why not interview him, and find out these and other such things. And of course such interview panels may be standardised, by briefings, coordination, questionnaires and meetings, or some such to ensure adequate uniformity in objective evaluation.

*Combination.* Or, should such an Interview and Psychiatric Test be combined to effectively answer certain queries about the candidate, whether the organisation is going to benefit better with him or not. When at commission entry level the candidate is subjected to such tests, why not treat this as a 're-birth', and expose him to such a process of stage most critical for both organisation and individual.

#### THE EXAM QUESTION TECHNIQUE

Recently the question-answer pattern was modified as mentioned earlier. However one is not sure as to whether this modification has been diverted to an undesirable extreme. Several reasons for doubts exist.

The earlier pattern was too confined to brief papers. The latest, one feels, has too many questions of varying shapes and sizes, compelling one to the above conclusions.

Some aspects are pointed out here. First, the officer has already been subjected to promotion exams culminating in Part 'D'. Next, if time and space is being devoted to a conspicuous chunk of the paper, by asking many one line questions or quite a few smaller ones, then are we not depriving ourselves of the opportunity of better comprehension of the candidate's overall ability and response potential with regard to knowledge and professional skill.

For, by the time a candidate comes up for the Staff College exam, he should be able to produce a well rounded response to a question.

To elaborate, he must be able to discuss all by himself a matter in its total ambience, be it operational, intelligence, training, administration, logistics and such like. He must be able to discuss the pros and cons in a desirable mode. And his response must be quick and logical, preferably to set situations. All this may invite a review of the present system.

After all factual and true or false questions can be reserved for the realms of exams like Part 'B' and Part 'D'. Need be, pass percentages of these exams can be suitably raised to ensure that, when a candidate appears for Staff College, he does have his basic facts clear.

*Military History.* Another puzzle is this subject. One disturbing fact is maps/sketches. Recent trends appear to indicate that they are not needed. Perhaps it may be right to aver that History, especially Military History, has extremely valuable lessons and it may be ideal for officers, to be able to discuss a battle campaign, with the help of a map/sketch in its widest perspective. Without a map the full import may be lost : an exercise one can ill afford. Again, devoting a large portion for one line answers in the name of objectivity, in a paper like Military History is distracting and highly questionable. A suggestion in this regard is that the candidates can be given printed maps/sketches for the exam to save time. But their filling these will reveal their comprehension and assimilation levels. The next thought is to do away with the so called, very short and short questions at least in Military History, and replace these with a series of questions through which the candidates' overall grasp of the subject can be better ascertained. Also Part B and Part D exams can cater to these one line or very short questions. And if the aim is to get an all round view of the candidate, then this modification may perhaps be called for. For in such a subject the better the candidate is versed in it, and the better he can explain the lessons learnt and drawn from every angle, the greater the advantages that will accrue to the organisation, especially after the candidate is selected. For while a candidate may know how many guns are there; if he does not have the proper ability to relate this fact to the Principles of War or the lessons and their applications, in the desirable perspective, then the purpose is self-defeating. Even Liddell Hart has lamented that in the military, quite a few have repeatedly ignored the lessons of History and suffered severe setbacks. In the course of upward mobility of individuals, it is imperative for our organisation to ensure that, this great historian is well heeded. However, since minute

factuals are also vital, they can, and should be, offered a stronger place in promotion exams. Thus their importance is not being questioned but only their location and abode.

Or let the Preliminary exam be the repository of all these factual, short and one line questions for all subjects. And if not conceded, at least let Military History, be spared the agony of this, with all its debilitating long term effects. And what is suggested is the candidate must be made to write a series of questions in which his responses can be elicited in a twin series question-answer range of 70-90 words, and say 150-200 words, and not less.

Of course, perhaps one cannot also help feeling that the present system may be convenient and ideal for quick marking and result compiling, and may suit the computer or any mechanical systems. But whether it is so, for the organisation is definitely debatable and possibly inadvisable.

### ADDED THOUGHTS

#### *Today Versus 2000AD*

Till yesterday the mode of selection to staff College was perhaps justified. And we have got accustomed or conditioned to it. The question is how about the coming decades. Knowledge is not only being churned out in terrifying quantities, but rapid computerisation is awe inspiring. At the same time, a lopsided tilt towards these may prove damaging. A balanced approach may be needed to avoid setbacks. While officers must update their applicability sense through on ground/on job experience over a period of time, leading to all round individual development, and the assured selection of an elite from such a majority, is what, that would make the organisation worthwhile. Mere bookworms or theoreticians may be successful in exams, sandmodels and forums, where vocal expression may dominate but crisis or war do not stand to be overcome with such species of the human race, as proved by History time and again.

#### *Modern Geopolitics*

The geopolitical environment is not only getting complicated, but very recent events in/across our borders have shown that turbulence will continue to be generated by people not well disposed towards us both in our Northern and Eastern borders, and perhaps elsewhere. Planners in OG at all stages, and particularly at

junior levels have to be chosen with care for ideal grooming so that in the coming decades, technology and theoretical knowledge apart, these staff officers possess the requisites to impose the organisational will in the best mode, dictated by our nation's interest. As we are advancing towards 2000 AD, so has the requirement of stationing or deploying troops in very harsh terrain, or at greater altitudes (then in the past) gone up. And we as an Army, are being increasingly tasked to combat recent evils like terrorism and insurgency of all sorts. All this entails planners to be dynamic, flexible, creative, purposeful, clear visioned, and last but not least, well experienced.

These can only be achieved by adequate on-ground exposure, and knowledge. And none of these can be compensated by mere theoretical or academic successes, obtained in untested scenarios. In the coming years greater awareness of the environment, with quicker mature responses will be needed. The matter assumes significance, as precious and trained human lives, and much resources are at stake. And if we are to ensure all this, then the present system does call for a re-think, and the earlier the better.

#### HUMANS AND TECHNOLOGY

An interesting example outside the orbit of us in uniform can be given. In the fifties, we as a country went in for setting up massive industrial establishments with large-scale technological inputs. While the idea was laudable, it is only now that it is realised that the dosage of introduction could have been commensurate with the needs and development of human resources. And that is why today small scale technology/intermediate technology are all being discussed and introduced where feasible. A decade ago Iran had imported much latest equipment and gadgetry. However, its war with Iraq has not only prolonged but the technology it had acquired does not appear to be a major contributor. Rather, the combat duels it is experiencing appears to involve more of human resources, and military will than anything else, apart from conventional artillery/armour etc. Thus, the Asiatic environment gives an impression of absorbing and utilising science and technology in the military in a much different level. It is no use, in getting merely carried away by the industrialised world. Especially from Napoleon onwards Europe, in particular, saw a spectacular progress in military technology, with killing and annihilation becoming more scientific and through rapid lethal mediums. The battles of the 19th century and the

First World War, further accelerated warfare methodology. The Second World War even did more. Many in Europe in particular, suffered the blitzkrieg and counter mobile battles, in the Second World War. Gradually but surely, they came to rely heavily on automation and electronics in a highly mobile scenario.

#### LESSONS FROM OVERSEAS

And another interesting survey abroad, has revealed that the developed world is selling billions and billions of dollars worth of arms and equipment, which for them is a must, being a very major source of revenue. Also, in the name of military technology in this age of advertisement, the degree of convincing exploitation of gullible and less knowledgeable countries to go in for all sorts of purchases, seems to predominate everything else for their own personal gain.

Today surprisingly in a country like France famed for its technological and electronic gadgetry range, a contradiction exists. In their Charles De Gaulle airport after trying out all sorts of modern methods, they have recently hired the services of a Falconer, to use Falcons to prevent birds from hitting commercial aircraft in flight.

#### SCIENCE PAMPHLET

All the above has been emphasised to stress that, one day perhaps this trend can be successfully thwarted and one's own terrain and environment could dictate one's need better, and not fear science as a 'GHOST WHO WALKS'. Thus it would be better not to get carried away, but call for a study team to bring out a comprehensive readable and attractively illustrated version of all science developments chronologically, so that the officer cadre is more enlightened and aware. This perhaps, is an unfulfilled need, though science pamphlets of sorts do exist.

After all, science is learnt through books and practicals. In our case scope for inducting greater awareness exists, by making science knowledge more accessible through effective, and uniform dissemination, of the subject. Whatever one may say, this is a darker side and needs better standardisation and distribution. Particularly for many in far flung areas, this would be valuable. This could be achieved by not only pamphlets, but also through propagation of centrally

generated material, films, slides, illustrated booklets and organised lectures, seminars and so on. Those in active units for prolonged periods would indeed be well disposed towards this suggestion.

Also, based on the standardised pamphlet recommended for science, candidates can be asked applicational questions, which indeed would be fair enough. Alternatively an examn paper or Part paper on Science can be introduced in the Preliminary Exam itself, so that the burden of the Main Exam does not become more and more, either for those appearing or for those evaluating. Once such a pamphlet is published, updating may not be difficult and testing such disseminated knowledge may become a reliable way to gauge candidates.

#### TRENDS IN CIVIL

In civilian academic circles great debates are raging about the imparting of education and the mode of exams, and so on. In our country, in the recent past, it was unthinkable for a non-graduate to appear for MA directly. But today, the open university system has made a spectacular break-through for one and all. For example, the Mysore University offers MA correspondence courses to those over 35 years with no other eligibility. The newly instituted Indira Gandhi University promises even much more opportunities.

The advent of such system has proved that optimum flexibility can be exercised/achieved in successfully imparting serious training or education to humans at any age and stage. Not only can rigidity be done away with but it also proves that even late starters or those who take longer to flower, can also be offered a reasonable place under the sun. Today, thousands of employed Indians are flocking to the portals of the open university, and such people with their job expeirience, are likely to be more mature, sober and respective, and in turn more useful. This indeed is a lesson, or example to us in OG.

Thus, it is for serious consideration, whether a similar approach (by going in for selecting people after greater job experience), be adopted for selection to Staff College with all the benefits in its wake.

#### ANALYSIS

A time has indeed come to rejuvenate the selection system, make it more pragmatic, objective and resilient. The present



system was adequate for the past. But today and tomorrow call for a deeper approach. Qualitative selectivity can only be attained by a more balanced system of choosing individuals wherein one written exam alone does not tilt the balance blindly, albeit unintentionally. And if the filtering process is sounder the better the results.

Thus a preliminary Test, to be followed by a main Exam, which can be finally succeeded by a psychiatric or combination of Interviews, is what, that appears to be distinctly fair, square and promising.

#### FEEDBACK

Lastly it is recommended that a feedback be generated on the thoughts raised in this article. It may be ideal to obtain the view of the majority, both PSC or otherwise. Perhaps a better solution may then emerge. It is for consideration whether a feedback should be obtained through:

- (a) suitable questionnaires, widely disseminated by the MT Directorate,
- (b) firm level seminars,
- (c) brainstorming sessions at Command/Corps levels,
- (d) letters to Editor,
- (e) seminars at Cat 'A' trg Establishments, particularly MHOW, BELGAUM, IMA, WELLINGTON, and
- (f) an opinion from the Directors, Psychological Research Wing, regarding the efficacy and fruitfulness of Psychiatric Tests cum Interviews and the probable pattern/mode/venue for administering these.

#### CONCLUSION

The movement and deployment of huge masses of armies and resources reached a climax in the Second World War, the compulsions of which rendered the presence of a proportionate number of Staff Officers essential. Today the scenario has undergone a metamorphosis. Violence requiring combative measures does and will be continuing but, is generally localised and confined to regions, places and pockets. And the speed of its eruption, requires greater anticipation, mature planning and flexible pragmatism for all which commensurate job experience is a critical must, to effectively help

sift grain from chaff. The only way to attain and sustain this at an optimal mode, is to face the need to modify process and procedure, as feasible and discussed. Thus there appears to be little escape from the ineluctable imperative, of casting our net far and wide, countray to what is currently in vogue, to effectively satiate the actual needs of our organisation. The alternative being a definite deterioration, that may become perceptible, only when it is too late, and which of course is a proposition highly Non PERSONA-GRATA both to us in Olive Green, and to our wonderful organisation.

## The Little Known Story of "The John Bull of India" Alexander Gardner (1785—1877)

LIEUT GENERAL S L MENEZES PVSM

FEW stories make stranger reading than that of Alexander Campbell Gardner. During the 92 years of his adventurous life he travelled in parts of Central Asia then almost unknown to Europeans, sustaining fourteen wounds. He served in turn the then Afghan Pretender Habibullah Khan; Sultan Mohamed Khan, Governor of Peshawar; Maharaja Ranjit Singh of the Punjab; and, finally, Maharaja Gulab Singh of Jammu and Kashmir. He was probably the first European to cross the Pamirs into Eastern Turkestan (European is used in today's sense). The pages of his diary of this period were preserved between those of his Koran. During his lifetime he was connected with the Muslim, Sikh and Hindu religions according to the circumstances in which he happened to be at the time.

Gardner was born in 1785 on the shores of Lake Superior. On his mother's death he went to Ireland, where he studied the art of gunnery. Armed with this, he set out to join his brother, then employed in the Russian Army, but learning of his death en route, he turned towards Persia. At Herat (now in Afghanistan) he fell seriously ill. In 1819 he set out again, and 12 years were to elapse before he reappeared in Peshawar. The first six years contain little of military or political interest; he was often robbed and plundered, and narrowly escaped being sold into slavery and a public circumcision in the market-place of Khiva, now in the Soviet Socialist Republic of Uzbekistan.

Gardner decided to make for Kabul and offer his services to the Amir Dost Mohamed Khan, who had established himself as ruler there. However, whilst passing through Kohistan, he was stopped by some followers of the Pretender Habibullah Khan, who was waging a desultory war against the Amir, who had deposed him as ruler of Kabul. Habibullah was in an unhappy state of mind as he had

recently been obliged to kill with his own hand his two sisters, who had been deprived of their virtue by the Amir personally. Habibullah offered Gardner his first military command, 180 irregular horse, whose mission was the safe conduct of caravans through his territory. These services were not free of charge, for the horsemen had to be paid and maintained. Contributions were to be limited to  $2\frac{1}{2}$  per cent of the value of the caravan. According to the "Memoirs of Alexander Gardner", edited by Hugh Pearse (1898), Gardner somewhat arbitrarily increased these dues, salving his conscience with the following tariff :

	Per cent
Dues to Allah	$2\frac{1}{2}$
For the priests	$2\frac{1}{2}$
For the poor	$2\frac{1}{2}$
For the Amir Habibullah Khan	$2\frac{1}{2}$
For prayers at Mecca	$2\frac{1}{2}$
For protection given	$2\frac{1}{2}$

To make a round figure of 20 per cent he felt justified in adding a further 5 per cent for his own expenses.

While employed on one of these lucrative escorts Gardner met with romance. In the caravan was one of Amir Dost Mohamed's ladies who was barren. She was returning from a visit to a shrine where the priest had a remedy for this affliction. Another lady in her entourage must have lifted her own veil, for Gardner renounced his share of the escort fees in exchange for this lady's hand. He married her according to Muslim rites and established her in a hill-fort of which he had been appointed commandant. There, in due course, she bore him a son. The months which followed were probably the happiest of Gardner's life, but this happiness was to be short-lived. In spite of his renouncing his share of the escort charges for the caravan from which he took his wife, the ransom, taken by Habibullah for Dost Mohamed's lady, of three thousand tillahs of gold, five horses and three falcons aroused the wrath of the Amir Dost Mohamed. His temper was not improved by the murder of his emissaries to Habibullah and he decided on an avenging campaign.

The campaign was successful, and Gardner returned to find his fort sacked. The old mullah whom he had left in charge held up the raw stumps of his arms from which the hands had been slashed, and led him to an inner room in which lay the corpses of his son and his two attendants. In another room he found his Afghan wife, her

hand still clutching the dagger which she had plunged into her breast to save her honour. This campaign was the end for Habibullah, who withdrew to his mountain stronghold where he slew with his own hand his wives and female slaves. His mind was by now completely unhinged, and shortly afterwards he departed on a pilgrimage to Mecca. It was also the end of Gardner's military employment in Afghanistan. With seven wounded companions, he eventually found refuge in a shrine, originally established by the Sultans of Ghor. There the priest nursed Gardner back to health and enrolled him as one of his disciples.

Having recovered his health, Gardner continued his travels and before long found himself involved in a hand-to-hand fight in which he was wounded in the thigh by an Afghan knife and stabbed in the chest. These brought the tally of his wounds to fourteen. The five who escaped alive from this fight made their way to Badakshan, now in North Eastern Afghanistan. After spending the winter of 1826 with a robber chief, Gardner arrived at Srinagar in Kashmir, where he heard a false rumour that Habibullah's star was once more in the ascendant. On the strength of this rumour he retraced his steps once more towards Afghanistan via Gilgit and Chitral, a journey hitherto not performed by an European.

He reached Kandahar in 1830, and was promptly seized and thrown into an underground dungeon at Girishk, where he remained for nine months. His release was eventually engineered by the band of Khyberis who had followed him on his travels. At the head of 250 of these tribesmen he reached Kabul and sought service with Dost Mohamed. It is understandable in a land where the prosecution of blood-feuds was considered a sacred duty that the Afghan officers should find Gardner's presence distasteful. That he was able to escape with his life was entirely due to the loyalty of his Khyberis. At their head he entered Bajaur, where Syed Ahmed had raised the banner of revolt in the Yusafzai hills against Maharaja Ranjit Singh, Gardner arrived too late at the battle to be of any assistance.

Gardner next received an invitation from Sultan Mohamed Khan, Governor of Peshawar, to enter his service as chief of his artillery. The appointment was a short one, for Maharaja Ranjit Singh needed the services of another artillery officer in Lahore. He had recently received as a gift from the British two guns with fuses which no one in the Sikh army knew how to set. Gardner was lucky, for just as he was about to acknowledge failure, he found in one of the wagons a slip of paper printed in English with the times of flight and burning.

With the help of this information he burst his shells at distances from 600 to 1,200 yards. Maharaja Ranjit was delighted and made him an immediate present.

The French General Court was the senior artillery officer of the Sikh army at Lahore, but he perforce spent most of his time in the foundry producing guns. Gardner took the field as Colonel of Artillery. In this capacity his command, reinforced by 800 infantry and 400 regular horse, fought campaigns on the Punjab/Afghan frontier. He also took part, under the personal command of Ranjit Singh, in the battle against the Afghans under Dost Mohamed in the Khyber, which left Ranjit Singh the undisputed master of the Peshwar Valley. He became a personal favourite of the Maharaja. This friendship was to stand him in good stead after Ranjit's death, for the Sikhs took great care that no harm should befall the friends and relatives of the Lion of the Punjab. After the Maharaja, the most powerful nobles in the Punjab were the three Dogra brothers, Dhyani, Suchet and Gulab Singh. Whilst at Amritsar, Gardner entered the service of Dhyani Singh, who maintained a private army of 8,000 Dogra soldiers. He was placed in command of the artillery. In this capacity he took part in campaigns in the Yusafzai country and Waziristan. He also married a lady of Dhyani's house.

Ranjit Singh died in 1839 and the death of this strong man was the signal for the start of a period of intrigue, murder and anarchy which was to end in the annexation of the Punjab by the East India Company, after two Sikh wars. Gardner was the only European intimately connected with the strange series of events which occurred during this period, and was not finicky about the parts he was called upon to play, including the death of Maharaja Kharak Singh's wazir, Chet Singh.

On Kharak Singh's and Nao Nihal Singh's deaths, Raja Sher Singh claimed the throne. Gulab proclaimed the Maharani Chand Kaur as Regent, on the grounds that the widow of Nao Nihal was pregnant and might bear a son. Gardner, who had now entered Gulab's service, found himself in Command of Lahore Fort on which Sher Singh started to advance with an immense army of 15,000 men and 200 guns. Eighty siege guns and eighty horse-artillery guns were brought into action against him, and snipers from the surrounding minarets fired down on to his soldiers. Suddenly he saw that fourteen guns had been brought into action within 20 yards of the gate of the fort. Before he could do anything they had opened fire, killing seventeen of his gunners. 300 attackers swept up to force

their way through the shattered gate. Seizing a portfire from a wounded gunner, Gardner managed to fire ten guns. His next salvo accounted for the fourteen guns. After the action he counted 3,000 of Sher Singh's men and 180 horses dead.

Maharani Chand Kaur was recognized as titular head of the State, but in deference to the wishes of the Sikh Army, Sher Singh became Maharaja, with Dhyan as Wazir. Gulab Singh also emerged with honour, for he publicly presented the Koh-i-Nur diamond to Sher Singh. The Maharani did not live long. Sher Singh reigned for the next eighteen months, during which time he helped the British during the First Afghan War.

In January 1842, the British suffered disaster at Kabul. Sher Singh ordered his Dogra force to Peshawar and appointed Gulab Singh Governor of that province in place of the Italian General Avitabile. Gardner, as Chief of Artillery, accompanied the force, which did not get beyond Attock. After the First Afghan War, intrigue and murder resumed in the Punjab. Gardner carried the news of the murders by the Sindhanwalla brothers of Maharaja Sher Singh and his son Pertab Singh, to Dhyan, and it is a mystery why this intelligent man did not appreciate his own personal danger. He allowed himself to be trapped away from his personal guards, and was killed by Ajit Singh Sindhanwalla. The Sikh Army loved Sher Singh, and their excitement was now aroused by the noble conduct of Dhyan's widow, who refused to mount her husband's pyre until the heads of Lehna and Ajit Singh Sindhanwalla had been laid at her feet. Gardner was able to carry out her wishes by the same evening. The lady then fastened her husband's diamond aigrette in the turban of her stepson Hira Singh, and lit the pyre with her own hands. Thirteen of her female attendants perished with her.

The infant Dalip Singh, the son of Rani Jindan, now became Maharaja. Hira Singh, Son of Dhyan, became Wazir. Unlike his father, he was a weak character and completely in the hands of his tutor, Pandit Julla. The Pandit's first victim was Suchet Singh, one of the two remaining Dogra brothers and uncle of Hira. Suchet, known for his chivalrous behaviour, had taken no part in the intrigues. He was lured from his country residence to Lahore and killed. Gardner was at this time in Jammu, having recently captured Sialkot from Kashmira and Peshora Singh, adopted sons of Maharaja Ranjit Singh. Fearful as to his brother's fate, Gulab sent Gardner posthaste to Lahore with his Dogra troops to try to save him.

Gardner arrived a day too late to find the Sikh Army in Lahore—enraged with the behaviour of the Pandit and Hira Singh. Gardner was given protection because of his friendship with Maharaja Ranjit Singh.

On December 8, 1845, the Sikh Army crossed the Sutlej River. The first Sikh War, which lasted sixty days, was fought against a background of treachery and disloyalty which ill-matched the gallantry of Sikh soldiers in the field. Command was in the hands of Lal Singh and Teja Singh, neither of whom showed any conspicuous desire to win military glory in the field; in fact, Lal Singh was reported by Gardner to have hidden in an oven at Ludhiana during the thick of the fighting, and Teja preferred to command from a bullet-proof hut. Gardner was called upon to act as Military Governor of Lahore. There he was joined by twenty-five deserters from Lord Hardinge's bodyguard, who were dubious of British success. At the end of the war, Gulab Singh received the title of Maharaja of Jammu and Kashmir, and in return acknowledged the supremacy of the British.

Maharaja Gulab Singh now summoned Gardner to his service to take part in the military operations for the capture of Kashmir, which had been necessitated by the refusal of the Governor, Sheikh Imam-ud-din, to fall in with the British decision. Gardner was given the command of the Ranbir Regiment of Infantry and all the Kashmir Artillery, together with the revenue of a group of villages, which later kept him in comfort for the remaining 30 odd years of his life. Gardner's soldiering days were now at an end. He settled down to pass the evening of his life in his Jammu and Kashmir home, far away from Lake Superior where he had been born. Although he had reverted to the Indian style of life, he preserved his individuality, according to Pearse, by clothing himself from head to feet in the 79th Regiment tartan. In his tartan turban, he wore an egret's plume, the mark of a chief. He died at the age of 92 at Jammu. From Jammu and Kashmir, up to the age of 91, he wrote very lucid letters to the British Prime Minister, "A few plain, simple and brotherly words from John Bull of India to his much beloved Aryan brother, the Right Honourable Sir John Bull of England". He died at the age of 92 at Jammu on January 22, 1877, and was buried in the Christian cemetery at Sialkot, now in Pakistan. His only surviving child, a daughter, Helena, had been sent abroad for education when very young, and visited India again only after her father's death, when she was Mrs Botha.



## Book Reviews

TIBET THE SACRED REALM—PHOTOGRAPHY 1880-1950

Edited and Published by M E Hoffman

Aperture, Inc. and Philadelphia Museum of Art, U.S.A., 1983 Pages 159, Price not given.

THIS pictorial publication contains a large number of photographs of natural sceneries of Tibet, sculptures and architecture, animals and of human beings, taken between 1880 and 1950, by famous travellers, officials and scholars. The preface to the publication has been written by Tenzin Gyatsho, the Dalai Lama. The photographs have been collected from the Academy of Natural Sciences, Philadelphia, The American Museum of Natural History, India Office Library and many other institutions. The chronicle has been written by L. P. Lhalungpa and biographical notes on the photographers by Martha Chahroudi. The book contains a good bibliography.

The excellent photographs of rare scenic beauties will keep the beholder spell-bound. They preserve a sense of a time and place that now exists only in the memories of the older generation of Tibetans. The reader will have a good idea of the ancient grandeur of a rare realm—its customs, culture, living condition and tradition. With its good and bad points. Tibetan civilization has been always of esoteric interest for travellers and scholars during the past few centuries. L. P. Lhalungpa's chronicle of Tibetan history and his own life-story is very interesting. It has cleared the distorted picture of Tibet created by 'ignorant' Western travellers of the 17th century and later days. The Dalai Lama's "Introduction" is also interesting. He says : "Of the many exclusive traditions maintained in Tibet, the practice of medicine is considered one of the most important, and medical practitioners have treated Tibetan people over the centuries according to this tradition. In this twentieth century, rapid scientific and technological developments in medical diagnosis and treatment have been of extensive benefit to society. Nevertheless, there remain a number of ailments that cannot be treated [by these modern methods but have been successfully cured by Tibetan medicine. Consequently, the number of people turning to Tibetan medicine is increasing. Even

the Chinese Communists, who have persistently denigrated and attacked the Buddha's Doctrine as well as Tibetan culture and traditions, have been compelled to recognize its value and are fostering its practice and exporting its medicinal pills to China. One aspect of suffering that all beings wish to avoid is the variety of sicknesses which arise from an imbalance of the constituent elements of the body. With this in mind we are making every effort to improve the practice of Tibetan medicine in order to contribute toward the well-being of suffering millions in the world".

This book will surely create interest in inquisitive minds of to-day also.

—B. C.

MILITARY DOCTRINE AND THE AMERICAN CHARACTER : REFLECTIONS  
ON AIR-LAND BATTLE

By H I London

National Strategy Information Centre, Inc., 150 East 58th Street,  
New York, 1984, Pages : 67; Price \$ 4.50.

THIS is the Agenda Paper No. 14 of the National Strategy Information Centre, Inc., which has explored the feasibility of innovation and military reform. Foreword and Preface have been written by F. R. Barnett, President, NSIC, and Hon'ble John Tower of Texas, long time Chairman of the Senate Armed Services Committee. The author of this book is Dean of the Gallatin Division, New York University, and Director of the Visions of the Future Project at the Hudson Institute. He has written and lectured extensively on U.S. national security policy and international affairs.

Since the U.S. debacle in the Vietnam War, civilian criticism of the U.S. Armed Forces was very vocal and demands for military reform have been articulated by many politicians and academics. This resulted in certain changes brought out in the U.S. Armed Forces' training and doctrine, as compiled in Field Manual 100-5, Operations (FM 100-5), published in August 1982. The author has critically examined these innovations and offered recommendations in the context of enduring foreign policy goals and national values.

According to John Tower, "A truly effective military capability is the product of hardware, strategy, and morale, of visible weapons and intangible factors such as leadership, training, and doctrine..... Defense policy, as part of a credible deterrent posture,...must evolve and adapt to changing global and strategic conditions. Moreover, our

military strategy must be consistent with a farsighted estimate of national goals and interests, and as such must be based on national principles".

"Doctrine—how to fight", the author says, "is inextricably linked to the evolution of weaponry and to estimates of national interest and characteristics". Military doctrine changes with the nature of war, evolution of technology and the attitudes of the people. The French defensive doctrine of the 19th century was changed into an offensive ethos by the French Reformist School of the 1890s, led by Gen. Foch. In the post-great War period, B. Liddell Hart, on the other hand, advocated a doctrine of "indirect military applications", based on separation of forces and limited liability. Alfred Thayer Mahan, the U.S. military theorist, on his part, advocated the extension of U.S. influence abroad through the deployment of a large number of capital ships. During the last post-war period, traditional military doctrines were challenged by nuclear deterrence or balance of terror theory, the concept of guerrilla or limited wars, and demands for nuclear arms control. In the mid-1970s, William Lind criticised the Army's 'active defense, doctrine, based on fire power and attrition, and called for a "maneuver" model of warfare, which of course, was not alien to the Army. The difference is in degree. The U.S. doctrine of the 1980s is an offensive one, i.e., "Synchronised assaults deep into enemy positions and maneuver at the point to attack". The author feels that "how we prepare to fight" cannot be decided by a quantitative analysis alone, as symbolized by Robert Mc Namara's PPBS (Planning, Programming, and Budgeting System), but by dealing with strategic, operational, and tactical issues. Notwithstanding popular impressions, in U.S.A., the common man believes that war is important enough to be left to the generals. "Doctrine is a map, a guide on how to proceed, and training is the catalyst for fighting skill. In the final analysis, doctrine must be consistent with national policies, with the underlying purpose and perspective of the nation..... doctrine transcends military task and necessarily invokes civilian aims".

During the First World War, Gen. Erich Ludendorff, Field Marshal von Hindenberg's assistant, developed the tactics of an "elastic defense-in-depth", based on resistance, retreat, counterattack, mobility, maneuver, individual commanders' initiative and small fighting units. Gen. J. W. Stilwell, Director of U.S. War Department Board, in 1946, thought that the next war might begin with "surprise attack", followed by "retaliation with bombing, long-range missiles and biological weapons". In the post-Vietnam period, some of the

U.S. Commanders felt that the U.S. armed forces were "too noisy, clumsy, awkward, and slow to catch the wary, elusive guerrilla", and Gen. D. A. Starry, Commander of U.S. Army Training and Doctrine Command (TRADOC), called for operational concepts to cope with the potential for mechanised war in Western Europe. In 1976, the U.S. Infantry School pleaded for "force-oriented defense" which traded space for enemy casualties, in place of trading space for time. However, neither the "force-oriented defense", nor the TRICAP (triple capability),—developed around armour, airmobile infantry, and air cavalry,—became a doctrine, although they helped formulate FM 100-5 Operations, which focused on fighting outnumbered and succeeding. However, TRADOC documents dealing with "extended battle field" and "Air Land Battle" replaced the "Active Defense" concepts of 1976. The new document—"Air Land Battle 2000"—seems to accept Napoleonic Maxim No. 10, emphasizing mobility, maneuver, choice of position and morale. It also takes into account laser and other high technology weapons in 2000 A.D. However, this new U.S. Doctrine is not altogether dissimilar to Soviet Marshal Tukhachevsky's "combined arms" doctrine.

As regards training, TRADOC, U.S. Army's Training and Doctrine Command, with its Army Training and Evaluation Program (ARTEP), Realtrain exercise, based on computer simulation and MILES (Multiple Integrating Laser Engagement System), and Reforger (Return of Forces to Germany) exercise, is trying to implement FM 100-5 of August 1982 and Training Technology for Modernisation document of June 1983. The author feels that compared to individual training, collective training is not being properly funded and executed. But "the new doctrine without the new technology is like scap without water". The new U.S. Doctrine emphasizes conventional weapons, but also nuclear and chemical ones, and use of high technology. But when the proponents of Air Land Battle doctrine emphasize maneuver tactics, the critics stress fire power and attrition. But, with large and cumbersome present-day armies maneuver is difficult, and hence, the need of positional battle should not be ignored.

The author has given a number of recommendations. Fort Irwin's National Training Centre (NTC) should prepare soldiers for all types of conflict—high-intensity type in Europe and low-intensity type in the Third World. Doctrine or no doctrine, what the American "public wants to hear is that if we are forced to fight we will win, but we don't want to pay too high a price for that victory".

This is a well-written, important book on the subject. Students of U.S. Strategy and tactics, and War, in general, will immensely like this analytical study. The book contains a useful list of NSIC, Inc. publications under three heads—Agenda Papers, Strategy Papers, and Books.

—B. C.

#### THE BOYS IN THE BARRACKS

By Larry H. Ingraham

Published by Institute for the Study of Human Issues Philadelphia-1984 Page 242

THIS book makes observations on American military life. It was the outcome of investigations on the drug problem in the US Army in Vietnam. During the course of these investigations it was found that there were discrepancies between chemical tests of suspected drug takers and the statements made by men being interviewed in the same connection. The latter seemed to indicate that there were many more men involved in drugs than the chemical tests showed. It was therefore decided to widen the area of study. This time the life of the common soldier and his leaders was to be made in the ambience of his life in the barracks in the USA. This book is a result of this study. The author is a serving officer and psychologist in the Army. The book is summed up by a fellow psychologist, also in the US Army.

The book first elucidates the environment of the study, that is where the soldiers are and the surroundings in which they live. It goes on to examine the work system, the off-duty atmosphere and then the degree of alcohol and drug consumption, and the outlook of the men and the leaders.

Though life in the Indian Army is not too different from that of soldiers there are important dissimilarities. These relate to the economic conditions of the soldiery in each army, with those of the USA being much better off in this respect. At the time of the study the US Army was being run more on the lines of an industrial concern than as we in India know army life. The important thing here was the fact that the soldier worked as it were 'union hours' from about 7 am to about 4.30 pm and then could do what he liked with the time in which he was off-duty. Possessing their own transport it was easy for them when they had the funds to spend their leisure outside the unit. In fact the absence of the officers and the expert cooks at that

time meant that food in the cookhouses was of a poor standard compared with what they received in the morning and afternoon when the officers and all the staff were present. Thus the majority of them preferred to go out and eat out at night.

The US Army at the time had returned from Vietnam in a spirit of frustration. The draft had been terminated and the beginning of a regular army as we known it had been initiated. The draft had lasted for more than 30 years and the cadres did not really understand the nature of the new system. While new men might join for three years or some such term they were treated like the draftees of the earlier age. Transfers and appointments were controlled from Washington. Thus there was little continuity and whole units and their leaders were completely turned over within a period of some 12 months or so. In this transitory life the men and the officers were naturally more concerned about their personal selves than on corporate unit affairs. In fact all the leaders left the unit lines at 4.30 pm and did not show up till next morning. Many of them worked at additional jobs during this time (moonlighting). The men in the barracks formed short and temporary associations. Organised games as we know it did not exist except for special occasions and the short service soldiers did not actively participate in this or other off-duty events whole-heartedly. A corporate or regimental spirit did not exist as we know it.

While alcohol and drugs were used during the off-duty time in the evenings as far as can be seen this was not a serious problem. The alcohol consumed in quantity was beer. There was little hard liquor. On the drug scene it seems the commonly used drugs were marijuana and similar substances. But it must be noted that consumption of the latter were common in civil life. Addiction or over-indulgence to either drugs and alcohol were extremely limited. It was therefore not a problem from the efficiency or discipline points of view.

Towards the end of the book the author describes a leader who through his concern for the men was able to develop some corporate spirit. Concern is really the crux of leadership. Undoubtedly it is more relevant than ignoring lapses in the performance of work and in neglecting to act in cases of indiscipline which might make the leader popular but not necessarily respected. It will be seen that the rest of the leadership was largely of the latter description.

The US Army is now experimenting with the introduction of a regimental system on the lines of that which exists in the British Army. It is quite possible that the longer associations possible in this method will introduce a more cohesive spirit in US units. This will certainly improve performance and efficiency. It might also close the divide between the long service and short service soldiers. At the moment both tend to dislike the other.

The book is an interesting study on how the US Army lives, works and makes use of it's leisure time.

—S S

#### FEAR DRIVE MY FEET

By Peter Ryan

Paperback Reprint by Melbourne University Press 1974 Page 251

THIS book is set in the Second World War during the Campaign in New Guinea (now Pap-ua New Guinea). The author relates his experiences as a young civil servant operating in cooperation with the army in that area. The period covered by the book is 1942-43. The operations were conducted to capture Lae on the Southern side of the Huon Peninsula.

At the time of the events that then took place the writer was about 19 years old and was sent off on a mission North of the Markham River, an area of some three thousand square miles to locate another Australian operating in the region, and place himself under his command. This area lies just north of Lae and takes in the whole of the Huon Peninsula. It was undeveloped and was split geographically by a massive mountain range the Saruwaged Range rising to peaks over 11000 feet high.

The main purpose of the assignment was to maintain contact with the local population and to keep an eye on the Japanese. The latter in the early stages were hesitant to probe deep into the hinterland behind Lae since all their communications were by ship along the coast. But with the increasing threat from the Allied Air Force they began to look for routes both for reinforcement of the sector from the Northern coast and for escape should this become necessary. They were also apprehensive of the activities of the few Australians in the hinterland and this they wanted to stop.

While the book itself is written some 15 years after the War it describes very vividly the day to day events in the odyssey of the

author. There is his first contact with the locals and his gaining of their confidence. His team consists of persons he did not know at all. He studies the local language to be able to converse with the villagers. Through this he soon establishes himself not only with his team but also with the people. It would appear that his sympathetic and humane approach is largely responsible for this. In many ways the locals are similar to the tribes in the Indian North East. And this makes it interesting to an Indian reader as well.

He makes a sortie to Lae to find out more about the damage that the air attacks are doing. In this he learns that the Japanese are finding it difficult to supply themselves by sea except by way of submarines. In due course of time he finds the increasing interest of the Japanese in looking for routes in his sector. Their probable intentions are correctly interpreted by his local policemen to whom he gives the credit for his intuitive deduction.

He is then withdrawn across the Markham River and later after some months instructed to re-establish an Australian presence there. In this gap the Japanese have installed a strong presence in the region. The locals have cooperated since they do not have the means to combat this intrusion. It is a question of whether they should support a government whose physical presence is virtually nil to an armed force they cannot fight. The author understands their quandary correctly and with sympathy. He is instructed by his superiors to vacate the area, In the course of this he is led into an ambush and barely escapes with his life. This is really the climax of the book though he recounts his work to assist the Americans and Australians in their advance to capture Lae, as a sequel to this.

As an account of people, the difficulties of terrain, day-to-day events in operations in an area behind the enemy it is very absorbing. The approach of the author is sympathetic and objective. This adds to the value of the book. S S

#### OUT OF THE BLUE : A PILOT WITH THE CHINDITS

By Terence O'Brien

Published by Collins, 8 Grafton Street London W1 1984 ; Pages 272; Price £ 9.95 Net.

**A**LTHOUGH the Second World War ended forty years ago, books on this great event are still coming out of the press. T. O'Brien's is perhaps the latest on the Chindits' operation in Burma during that war. The author, an Australian volunteer who had joined the Royal Air Force of Great Britain and completed two tours of bombing missions as a pilot with the British Coastal Command before the



Japanese entry into the War, worked with the Chindits during 1944, guiding supply drops, constructing emergency air strips, and arranging evacuation of casualties behind the enemy lines in Burma. The book, based on his personal diaries of those days, gives an interesting account of the legendary Chindits who fought a new type of war behind the enemy lines, supported mainly by aircrafts.

The author has demolished many a myth about leaders and men and candidly stated his personal views about men and events. He has been specially critical of the cold attitude of General Wingate who was not much concerned about battle casualties produced by faulty battle plans. "And if a general will probably kill you anyway in the end, then surely it is preferable he be a warm and friendly character in those last few days rather than, like Wingate, an aloof and self-absorbed genius. Military commentators say fellow-feeling is misplaced in a Commander, he must be cold and hard, but the fact is that friendliness inspires sympathy and sympathy might well have practical benefits in a desperate situation.....Why risk your life for such an egocentric visionary? Or even do him a favour?"—remarks the author. O'Brien found Wingate's ideas about air warfare wrong, but the latter was barbed against anybody else's logic. He has also criticized the senseless moves of the Chindits from place to place, sometimes covering 80 miles on foot through mud and slush. Sometimes Wingate sent his men to unsurveyed areas, resulting in unnecessary casualties. Stilwell was also equally cruel. One of his followers opined: "That bastard ain't no American. He was born in his God-damn Myitkyena, and I hope he dies there". But Slim and Mountbatten were different, considerate and compassionate. The Chindits' training was based on Long Range Penetration (LRP), devised in the Western Desert, and practised by the first Wingate expedition, but during the second Wingate expedition this was changed to fighting from a stronghold instead of melting away into the jungle when the enemy arrived in strength.

The author has also pricked the bubble of nonsense written about Gurkha bravery that Gurkhas are entirely devoid of fear. The Gurkhas like the Japanese are also normal human beings who normally do not want to sacrifice their lives without good reasons.

This is a well written memoir, without any bibliography or any Index. Military historians and even the general reader will find it quite interesting, although the price of the book may appear to be prohibitive. However, the get-up of the book is attractive, and a map on Burma-China Border has added to its value.

## FALKLANDS COMMANDO

By Capt Hugh McManners, Royal Artillery

Published by William Kimber London-1985, Page 238 Price £ 9.95

THE author participated in the Falklands War against Argentina as the commander of the British 148 Commando Forward Observation Battery. This organisation directs both artillery and naval gunfire support. Having descended, as it were, from those subunits formed during the Second World War to bring down harassing fire on Axis targets in occupied countries, it consisted, or consists of both naval and army personnel. In addition since it is a commando unit it operates away from regular units. In the Falklands once Argentine positions had been spotted and pinpointed detachments from this unit were employed to land on occupied territory and destroy or neutralise them by bringing down naval gunfire. This was generally provided by the ship that brought the team to an offshore location from where the team could either be lifted by helicopter or sent off by light craft. They would move to a pre-selected observation post and then observe the engagement of fire of the similarly pre-selected targets. In such cases they were able to return the same night to the gunship and then to their base on board one of the other ships. The author reports and describes two such actions in great detail. At the end of the war the team was flown into a position overlooking Port Stanley from where they directed fire at various tactical points. In this case the team stayed out for some days.

In preparation for such roles in NATO the team had been training in real cold weather operations in Scandinavia every winter. Like all other commandos they were maintained at a high level of physical fitness. They thus did not need any acclimatisation when they went to the Falklands. Their equipment is also suitable for the role and the type of region that the Falklands represent. Being regular troops they were also well integrated unlike their opponents, who were all conscripts thrown into the region on a false promise that the British would not attack them. One has to remember that being commandos they are and were highly motivated, since they are specially selected. This of course refers to the British unit in this book.

One is struck by the many electronic aids being used which automatically pre-suggest the need for skills not normally needed in the armed forces of the developing countries. The ability to operate such intricate equipment without training, as happened in one case, where the operator glanced through the manual on the subject and

was able to use it effectively thereafter, indicates the level of flexibility that a reasonably high standard of education gives. All this enabled these detachments of three to four men to bring down a heavy weight of fire on unsuspecting and unready troops. Such operations were utilised in diversionary roles or in the end to carry out counter bombardment against artillery opposing the British in the last battle for Port Stanley.

The book gives a clear account of the conditions faced by troops in this role of commandos. The operations are of short intense periods of tension and then waiting in salubrious accomodation on board the warship on which the team was based. It also shows the tremendous preparation self-executed by personnel of the unit en route to the battle. The narrative also imparts to the ignorant the lore of cold weather survival. It presents the comradeship and teamwork that exists in units of this nature. In armies of the developed countries there is now no great social difference separating the officer and the men, especially in special service units. This needs a different type of leadership to that in common use where considerable distinctions exist. But it is a portent of the future and study of this aspect is now warranted.

A good book for unit libraries.

S S

#### INDO-PAK CONFLICTS OVER KASHMIR

By Lt Col Bhupinder Singh

Published by BC Publishers, Patiala, Price Rs 99/-

THE author is a former Officer Commanding 7 Cavalry, and later was the Head, Department of Defence Studies, Punjabi University, Patiala. A part of the book covers the part played by 7 Cavalry in the Jammu and Kashmir Operations in 1947/48. The book has an Introduction by Major General Inderjit Rikhye, who was a squadron commander with the Regiment in the Valley before taking over the Deccan Horse.

In nine chapters, the book encompasses the following in the respective chapters, with a conclusion to each chapter and an Epilogue to the book :—

- 1) The strategic importance of Jammu and Kashmir, and its brief history up to October 1947.
- 2) The Pakistani invasion of the Kashmir Valley, Indian troops airlifted to Srinagar-27 October 1947, raiders encountered at Baramulla-28 October, and at Patan-29 October 1947.

- 3) The battle of Shalateng-7 November 1947, and the advance to and capture of Baramula-8 November 1947.
- 4) The recapture of Jhangar-18 March 1948, the recapture of Rajauri and the link-up with Poonch.
- 5) The events leading to the Zoji La battle of 1 November 1948, the decision to use tanks at Zoji La, and the battle of Zoji La.
- 6) A critique of the 1947/48 operations.
- 7) The 1965 Conflict.
- 8) Military Aid to Pakistan.
- 9) The prospect for Peace, including Pakistan's compulsions and motivations.

There have been several books already published, in India, Pakistan and the West in relation to these Indo-Pakistan conflicts, particularly that of 1947/48. This book adds to the material available on the subject, in particular relation to—

- a) the part played by 1 SIKH in saving the Kashmir Valley in October/November 1947;
- b) armour in the battle between Jammu and Thana Mandi, leading to the Jammu-Poonch link up;
- c) the role of 1 Patiala in holding Zoji La for four months (May to August 1948) and denying the Pakistanis access through the pass;
- d) 7 Cavalry in the Zoji La battle.

In conclusion, it is useful to remember Major General Rikhye's observation in his Introduction as to our use of armour in 1947/48 in the Jammu and Kashmir operations, "The light tanks of 7 Cavalry and CIH played a key role in these battles. This became possible due to the absence of any antitank weapons with the Pak forces".

S L M

#### FLASH OF THE KHUKRI

By C L Proudfoot

Published by Vision Books—1984 Page 222.

THIS is the regimental history of the 3rd Gorkha Rifles during the period 1947-1980. It is a record of a steady regiment carrying out duties in peace and war according to its lights. Unlike many regimental histories it is not one long blowing of the trumpet of

the regiment's activities. Bad days are mentioned along with the good ones. This is very creditable. In this way it truly represents the Gorkha—an honest and truthful soldier, a quality which endears him to all who have the honour to serve with him. Operations conducted by units are very clearly written about. It is unfortunate that the maps and sketches do not really show the difficult terrain over which the actions were fought. There are also some minor errors of fact. The book should however serve officers of the regiment in the study of regimental history.

S S

## WAR AND SOCIETY

By Brain Bond

Published by Leicester Univ. Press, 1983, Pages 256, Price £ 12.00

THIS book attempts to cover a period of a hundred years in European history. The study of the problems of war and society over this length of time is covered in about 200 pages which is thus too short except to cater for the essentials.

The narrative covers the time of both political and technological revolution. It was the beginning of the end of the monarchical system in most of Western Europe, indeed for most of Europe. The technological revolution was ushered in by the ever increasing size of industry. But the one thing that becomes clear in it is the fear of a united Germany. Though this nation had always been amongst the most aggressive even from the times of the Romans it was only after the unification of all the Germans that they posed the most serious threat to the survival of the other powers in Europe. They attained a superior position in 1871 against the French and this caused dismay to the British, the then strongest power in the world.

The First World War was fought under the rules of the game of previous times. The technological revolution had not been understood by the soldiers. The British and the French flung their troops into action without taking into account the advent of quick firing weapons. Both of them and in particular the British felt that they had lost the flower of their country in that war. But the war did not solve the problem of Germany. The latter felt that it had not been defeated. This gave rise to Hitler on the wave of a revanchist move. But the war ended the monarchies then in existence in Austria, Germany and Russia.

The Second World War was thus a continuation of the First. This time the Germans won the initial victories easily as they had

clearly realised the possibilities of the new weaponry that had arisen in the previous conflict. The British reluctant to suffer the heavy casualties of the previous war held their troops back waiting for the entry of the USA. But Hitler helped the victors by practically taking on the whole world alone. While the atrocities that his henchmen came to light during the war the war aims of the Allies were to destroy Germany. And total war was thus unleashed on all the people. This was of course facilitated by the use of the air weapon, which both sides used.

The emergence of the two super powers and the balance of terror which has prevented till date the usual recourse to war in every generation in Europe in the past is mentioned. Indirect confrontations is also mentioned. This of course does not take place in Europe which is too vital a sector for both super powers. Any conflict here can only lead to a general nuclear war which neither side wants.

The reviewer does not think that the real impact of war on society and vice versa has been fully covered. May be the shortness of the book prevents this. It would have been interesting to examine why most of the European countries have moved to a midway path between the communism of the Marxist variety and the monarchies prevailing before. Was it the suffering engendered by long wars on most of the people or was it the rise of educational levels and technology which brought this about? This would be an interesting development to consider which the book unfortunately does not answer. It is however a useful start to the study of the deeper issues involved and which arose as a result of the wars particularly the two World Wars.

S S

#### THE ANATOMY OF COURAGE

By Lord Moran

Published by Bookword, 10-A, Astley Hall, Dehra Dun, Indian ed. 1984, Page 216

THIS is a reprint of a book written during the Second World War by the author who was at the time personal physician to the then British Prime Minister, Sir Winston Churchill. The book is based on the writer's experiences in World War I as a medical officer to a battalion of the line. There are also some references to the effect of war on the RAF and the Royal Navy during the Second World War. Most of the book is about his observations on officers and men which had recorded in a diary that he then had maintained. This

makes it extremely interesting. The reactions of men under fire are well worth study.

Battle conditions during the First War resembled a long drawn out siege under arduous climatic and living circumstances. Heavy and intense fire coupled with unimaginative head-on assaults, largely suicidal, brought men to breaking point, both mentally and physically. The ability to stick it out depended on the hard instinct, represented by the regimental spirit. Loss of familiar faces in the close vicinity due to heavy casualties was one of the causes of break downs. At that time it was the enduring quality of the soldier of farming stock together with unimaginative and stolid leadership that enabled the British Army to undergo the hardships of trench warfare. He brings out the fact that everyone has a quota of courage which can be conserved by spells out of contact and by leadership which avoids unnecessary casualties through skilful manoeuvre, and does its best to look after the troops by good administration.

This is a book that regimental libraries should have, and officers should read. S S

PATTON AND RUNDSTEDT

By Capt Rahul Bhonsle

Published by Himalayan Books New Delhi-1984 Page 138 Price 25.00

THE aim of the writer appears to be to provide material for promotion and other examinations. For this purpose he has touched only on the essentials. He has tried to bring out the strong and weak points of both these generals who were in their time pre-eminent in mobile warfare. While one may not entirely agree with his assessment he has made a commendable effort which will be of use to beginners in the study of military history.

Patton had the misfortune to be participating in a war when the media was starting to play a major role in informing citizens in the home countries of the doings of their soldiers, sailors and airmen. The tendency of the press is generally to go for sensational news. Thus the slapping of the soldier in Sicily became a big issue. Tactlessness and zeal were not the sole prerogative of Patton. Monty too had the same faults if they can be so-called. Both these soldiers served their nations well.

Patton possessed the qualities of a leader in mobile operations in good measure. He made full use of the fleeting opportunities that presented themselves in battle and had the constant urge to get

forward. There were times when he seemed to resent control and restraint from above but at the same time he never failed in meticulously carrying out orders given to him. May be he was not political enough to get to the top of the service but he rose as high as a soldier would like to.

Rundstedt was possibly more of a staff officer than a commander. But the fact of the matter is that he commanded large formations in the Second World War successfully and he always had the full backing of his subordinates. This is why he was always called back by Hitler at critical moments, even when he had retired from service. And he was respected by his opponents in the war as well for the same reasons, that is for his probity and integrity.

For more serious study a deeper investigation of the generals concerned would be necessary and for this a bibliography might have been of value. S S

#### THE ARAB-ISRAELI WAR 1973 : STRATEGY, TACTICS & LESSONS

By Johnny Mehta

Published by Himalayan Books, New Delhi 1984, Pages 176, Price Rs 35.00

THIS is a well written book about the tactical problems and how they were met during this conflict.

While the Egyptians tailored their operation to the capabilities and weaknesses of both their own soldiery and that of Israel the latter continued to bull doze their way forward against effective Anti-tank defences till the lower levels themselves found a way round this impediment. The fact that they were able to do this speaks well for the innovative ability of the different ranks in the Israeli Armed Forces.

Mobile operations are not the sole prerogative of the tank. Basically the need is for versatile grouping of forces in which the main intentions are to move under the circumstances that prevail in the battle. The supreme example of this versatility was shown by the forces of Genghis Khan. He represented the ideal of such a force. This was self-sufficient and highly mobile (advances of 40 to 50 miles were not unusual). And his troops could operate both in the mounted and dismounted roles. Technical advances seem to have ruled out such versatility for the common run of soldiery. But the mixed composition of forces consisting of tanks and APCs was the way the Panzer divisions were organised to fight. A proper balance has to be reached.

It is a pity that the maps are not as clear as they might have been. A good book for students of mobile warfare. S S



## Best & Crompton

Best & Crompton is today, not just a high-profile contracting company but also a high-tech company with a diverse range of products that will help you face the challenge of the 21st century better.

The company is very well known all over the world for its high quality products and services, ethical standards, technical man-power strength and ability to innovate.

### Products

'Beacon automotive electrical equipment. 'Beacon' lifts. 'Beacon Rotork' value actuators. 'Beacon Weir' heavy duty pumps and pumps for agricultural, industrial and other general and special purposes. Carbon brushes. Process and cinema arc carbons. Castings (sand, shell and investment process)—ferrous, non-ferrous, and alloy steel. Control Panels (electrical/electronic micro-processor based). Isolated phase buses upto 500 M.W. capacity. Power electronics. Train lighting alternators. Generating sets. Control valves. Transmission lines and power distribution hardware and accessories.

## Best & Crompton Engineering Ltd.

29, RAJAJI SALAI  
MADRAS - 600 001

*Branches :* Bangalore, Baroda, Bombay, Calcutta, Coimbatore, Ernakulam, Lucknow, Madras, Madurai, New Delhi, Secunderabad, Vijayawada, Visakhapatnam.

---

# U S I

(Estd. 1870)

## OUR ACTIVITIES

### Library Service

ONE of the oldest and finest military libraries in India, today it has over 25,000 books, and journals on its shelves, including books published in the 17th, 18th and 19th centuries, on an astonishing variety of subjects. While the principal emphasis is on strategy and defence, there are a large number of works on different facets of Indian life, as well as on other countries. It is a store house of rare books and manuscripts for scholars and research workers devoted to political and military study.

### Correspondence Courses

THE introduction of Correspondence Courses for promotion and Defence Service Staff College examinations some years ago found ready response and today the Institution has 1500 members who participate in the Training Courses. Material is despatched to them regularly wherever they may be.

The students have undoubtedly profited by these courses, as evidenced by the success achieved by them in these Examinations. Popularity apart, the courses contribute substantially to the revenue of the U.S.I.

### Rules of Membership

1. All officers of the Defence Services and all gazetted officials shall be entitled to become members, without ballot, on payment of the entrance fee and subscription.

Other gentlemen may become members if proposed and seconded by a member of the Institution and approved by the Council. They will be entitled to all privileges of membership except voting.

2. Life Members of the Institution shall be admitted on payment of Rs. 270/- which sum includes entrance fee.

3. Ordinary Members of the Institution shall be admitted on payment of an entrance fee of Rs. 20/- on joining and an annual subscription of Rs. 20/- to be paid in advance.

For further particulars, write to Secretary, USI, Kashmir House, Rajaji Marg, New Delhi-110011.

### USI Journal

OLDEST Defence Journal in India, it contains proceedings of lectures and discussions, prize essays, original articles, book reviews, etc.

It is published quarterly in April, July, October and January each year (the first issue being Jan-Mar each year). The Journal is supplied free to members. It provides a forum for the most junior officer to express his opinions relating to his profession.

### Gold Medal Essay Competitions

THE gold medal essay competition is held every year. The subject for essay is announced during the month of March each year. On the occasion of the Centenary, an additional Gold Medal Essay Competition has been instituted for Junior Officers of not more than ten years' service.

### Lectures and Discussions

A series of lectures by outstanding experts on service, international affairs and topics of general interest to the Services are organised for the benefit of Local Members in Delhi.

### MacGregor Medal

THIS medal is awarded every year to officers for any valuable reconnaissance they may have undertaken.